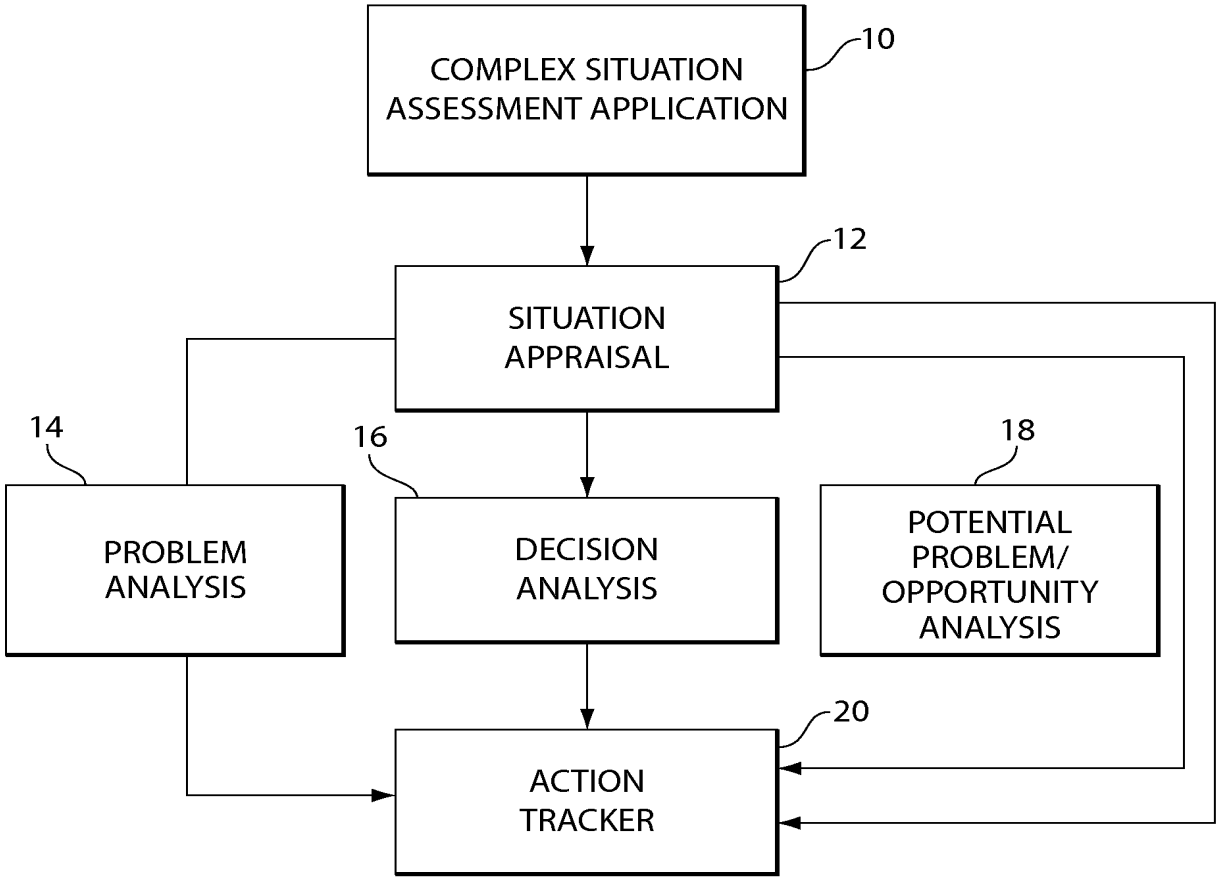

COMPLEX SITUATION ASSESSMENT APPLICATION
10
SITUATION APPRAISAL
12
PROBLEM ANALYSIS
14
DECISION ANALYSIS
16
POTENTIAL PROBLEM/ OPPORTUNITY ANALYSIS
18
ACTION TRACKER
20

Fig. 1

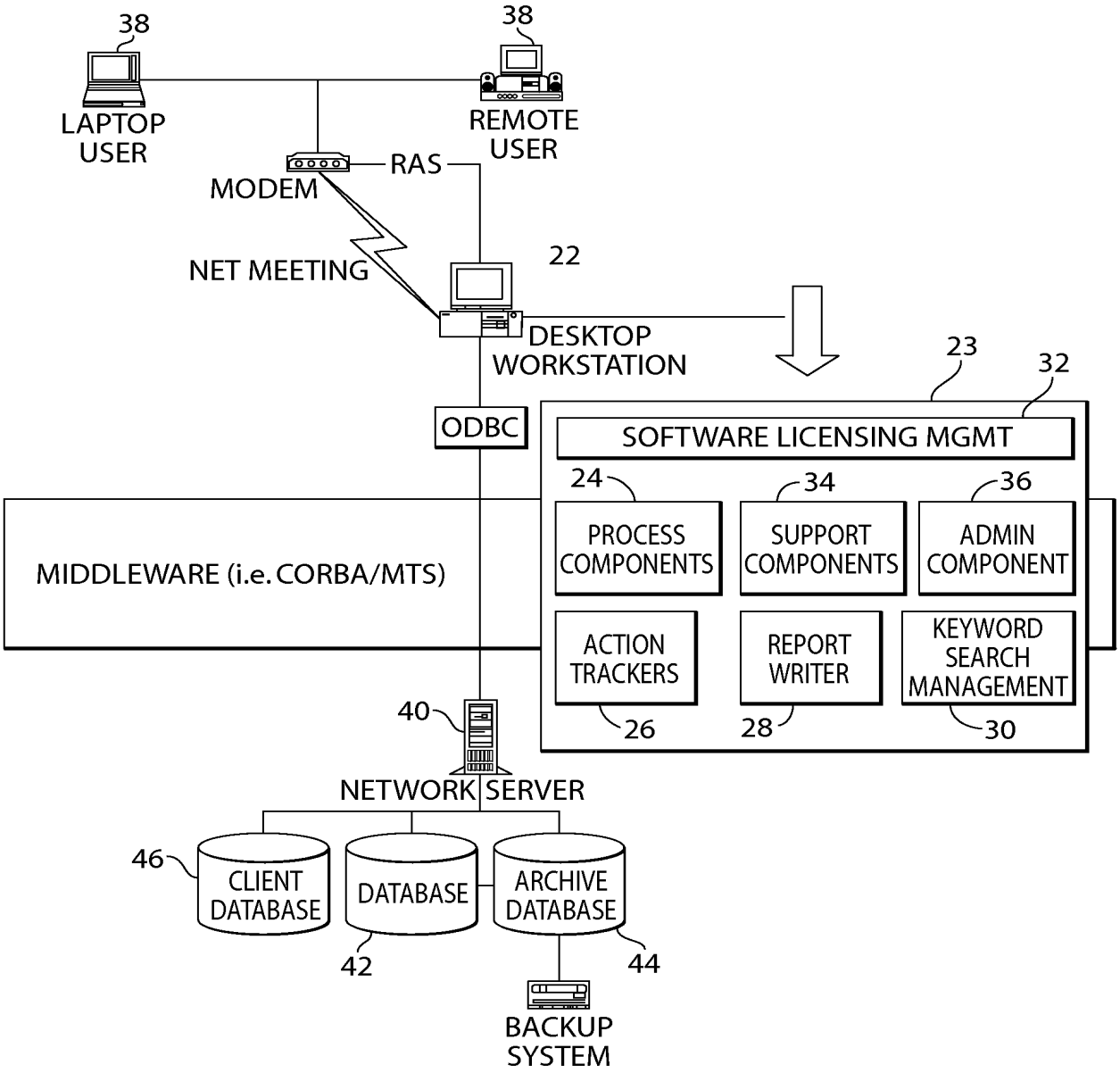

38
38
LAPTOP USER
REMOTE USER
MODEM
RAS
NET MEETING
22
DESKTOP WORKSTATION
23
32
ODBC
SOFTWARE LICENSING MGMT
24
34
36
MIDDLEWARE (i.e. CORBA/MTS)
PROCESS COMPONENTS
SUPPORT COMPONENTS
ADMIN COMPONENT
ACTION TRACKERS
REPORT WRITER
KEYWORD SEARCH MANAGEMENT
26
28
30
40
NETWORK SERVER
46
CLIENT DATABASE
DATABASE
ARCHIVE DATABASE
42
44
BACKUP SYSTEM

Fig. 2

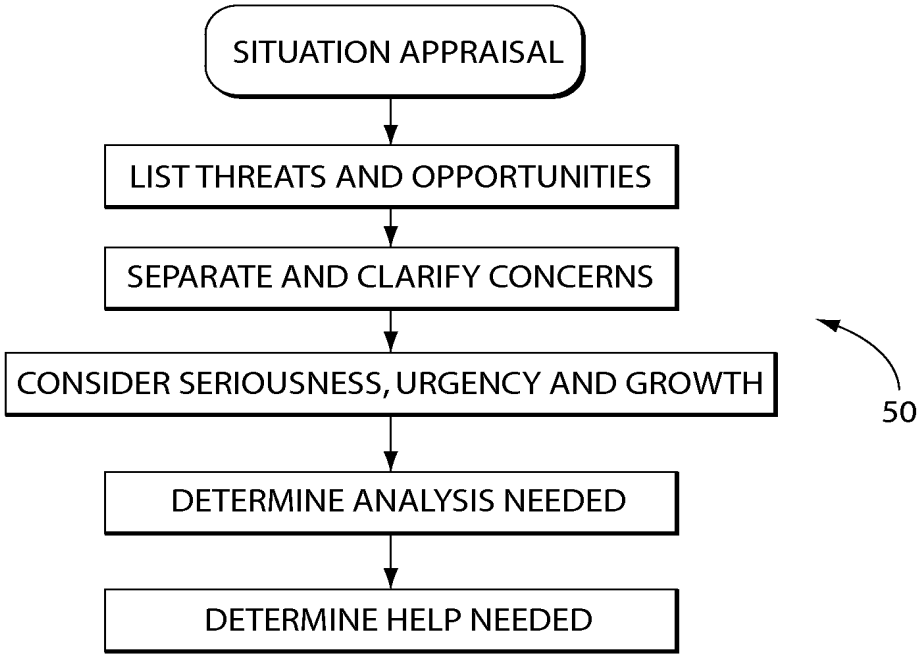

SITUATION APPRAISAL
LIST THREATS AND OPPORTUNITIES
SEPARATE AND CLARIFY CONCERNS
CONSIDER SERIOUSNESS, URGENCY AND GROWTH
DETERMINE ANALYSIS NEEDED
DETERMINE HELP NEEDED
50

Fig. 3

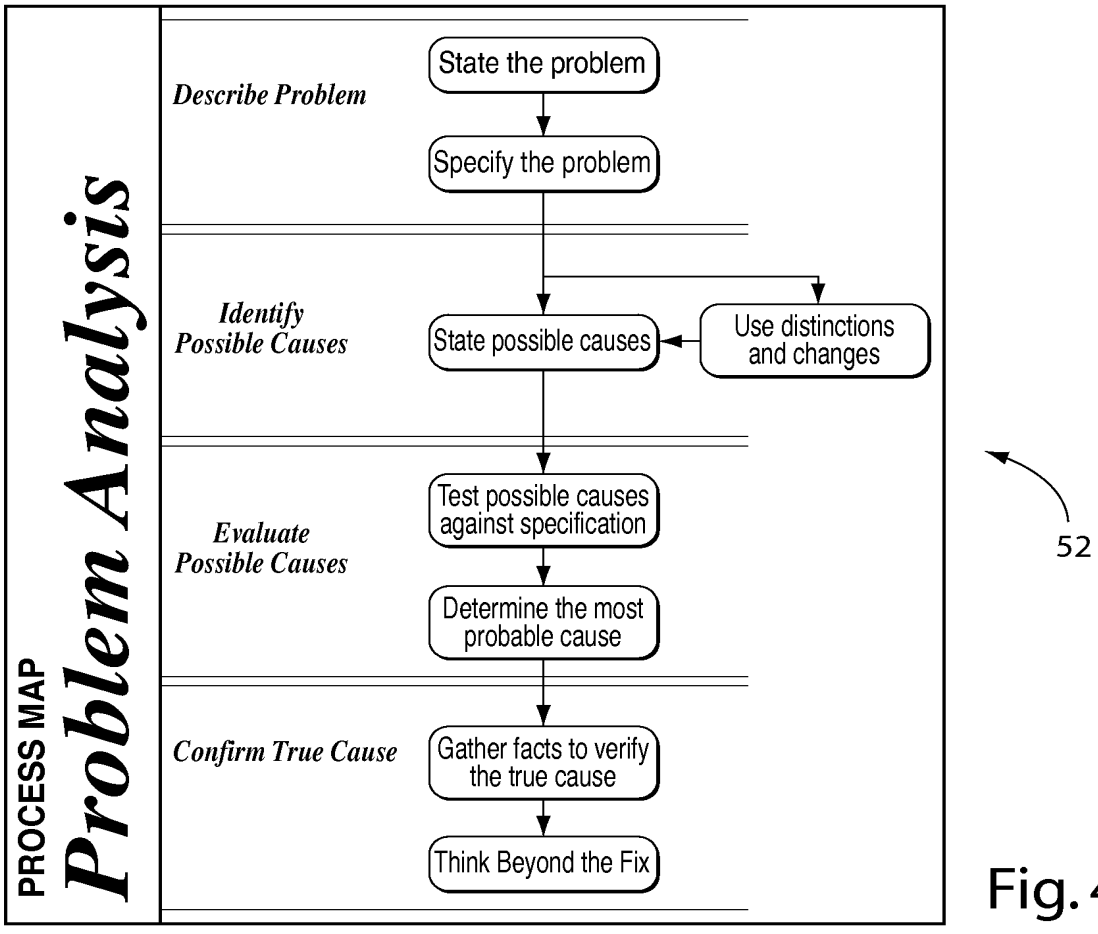

PROCESS MAP
Problem Analysis
Describe Problem
State the problem
Specify the problem
Identify Possible Causes
State possible causes
Use distinctions and changes
Evaluate Possible Causes
Test possible causes against specification
Determine the most probable cause
Confirm True Cause
Gather facts to verify the true cause
Think Beyond the Fix
52

Fig. 4

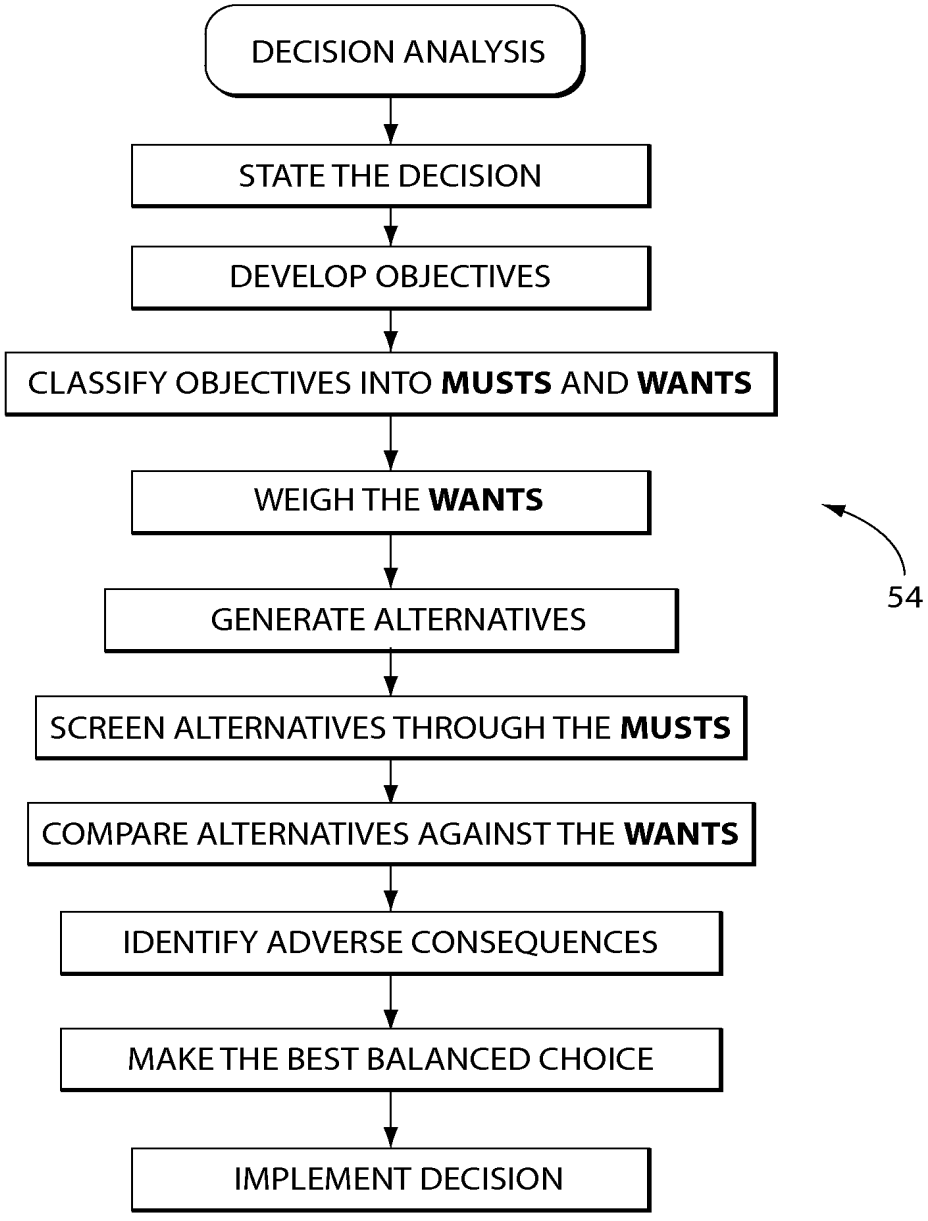

DECISION ANALYSIS
STATE THE DECISION
DEVELOP OBJECTIVES
CLASSIFY OBJECTIVES INTO **MUSTS** AND **WANTS**
WEIGH THE **WANTS**
GENERATE ALTERNATIVES
SCREEN ALTERNATIVES THROUGH THE **MUSTS**
COMPARE ALTERNATIVES AGAINST THE **WANTS**
IDENTIFY ADVERSE CONSEQUENCES
MAKE THE BEST BALANCED CHOICE
IMPLEMENT DECISION
54

Fig. 5

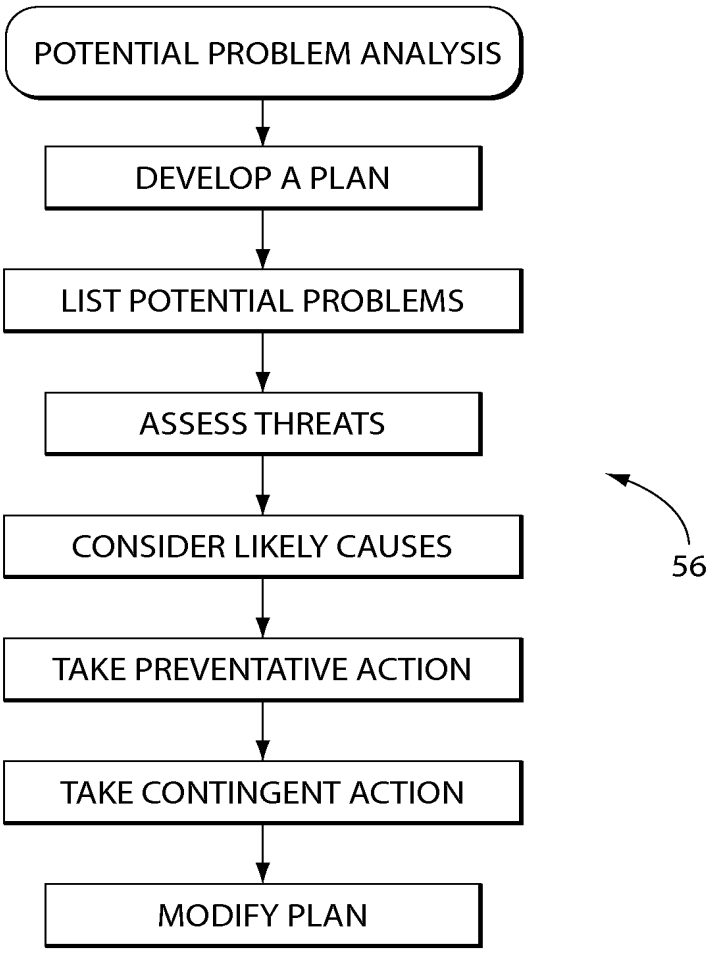

POTENTIAL PROBLEM ANALYSIS
DEVELOP A PLAN
LIST POTENTIAL PROBLEMS
ASSESS THREATS
CONSIDER LIKELY CAUSES
TAKE PREVENTATIVE ACTION
TAKE CONTINGENT ACTION
MODIFY PLAN
56

Fig. 6

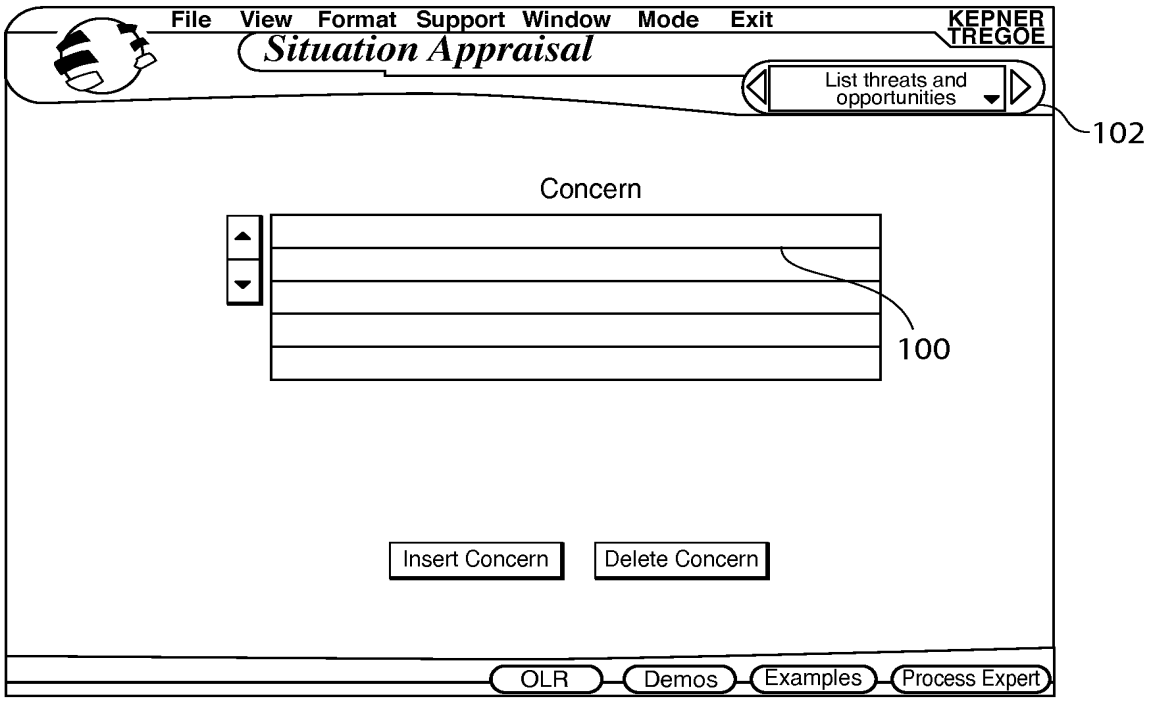

File View Format Support Window Mode Exit
KEPNER TREGOE
Situation Appraisal
List threats and opportunities
102
Concern
100
Insert Concern
Delete Concern
OLR
Demos
Examples
Process Expert

Fig. 7

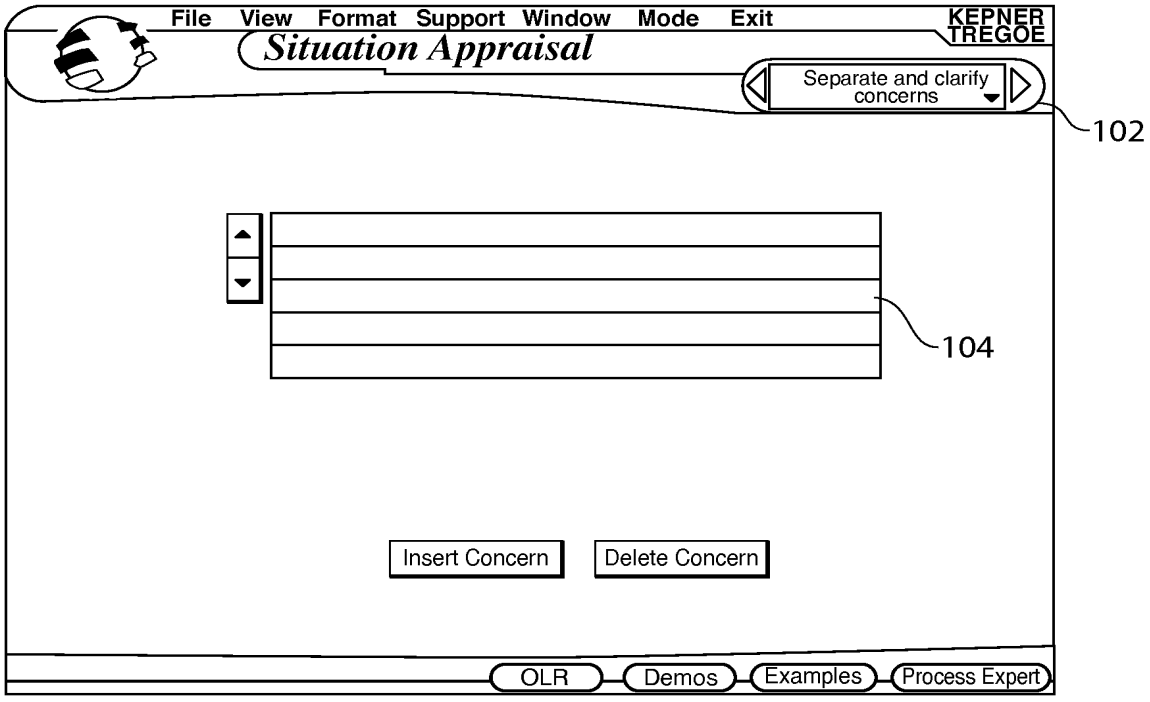

File View Format Support Window Mode Exit
KEPNER TREGOE
Situation Appraisal
Separate and clarify concerns
102
104
Insert Concern
Delete Concern
OLR
Demos
Examples
Process Expert

Fig. 8

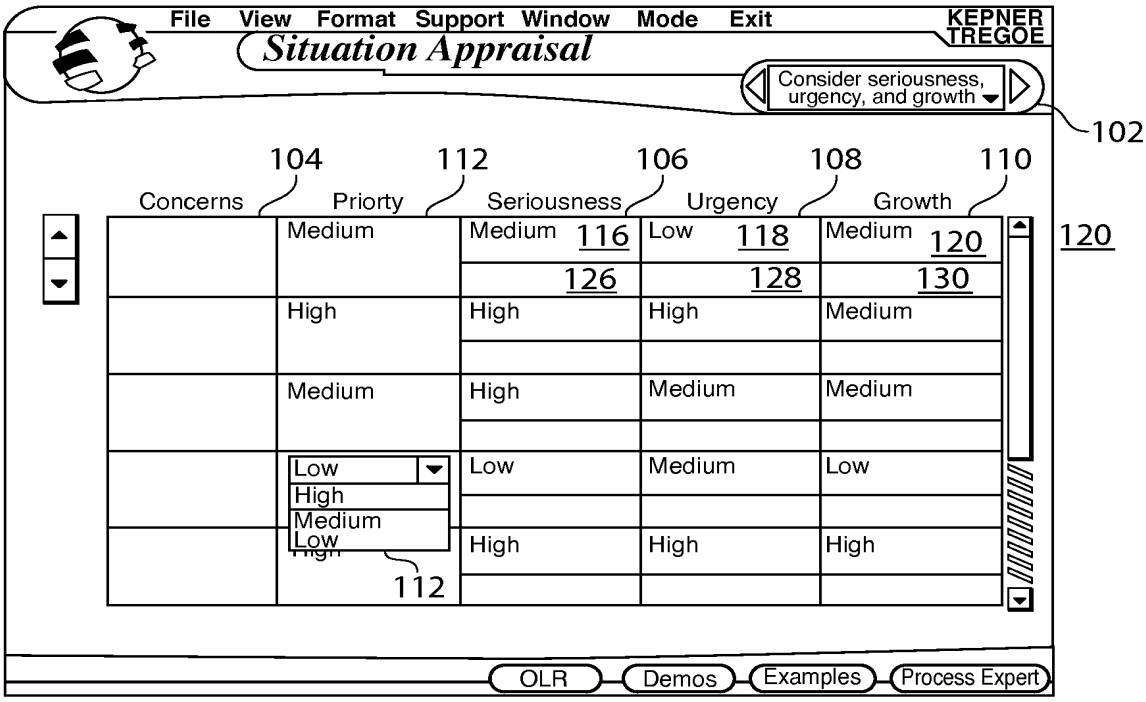

File View Format Support Window Mode Exit
KEPNER TREGOE
Situation Appraisal
Consider seriousness, urgency, and growth
102
104
112
106
108
110
Concerns
Priorty
Seriousness
Urgency
Growth
Medium
Medium 116
Low 118
Medium 120
126
128
130
120
High
High
High
Medium
Medium
High
Medium
Medium
Low
High
Medium
Low
Low
Medium
Low
High
High
High
112
OLR
Demos
Examples
Process Expert

Fig. 9

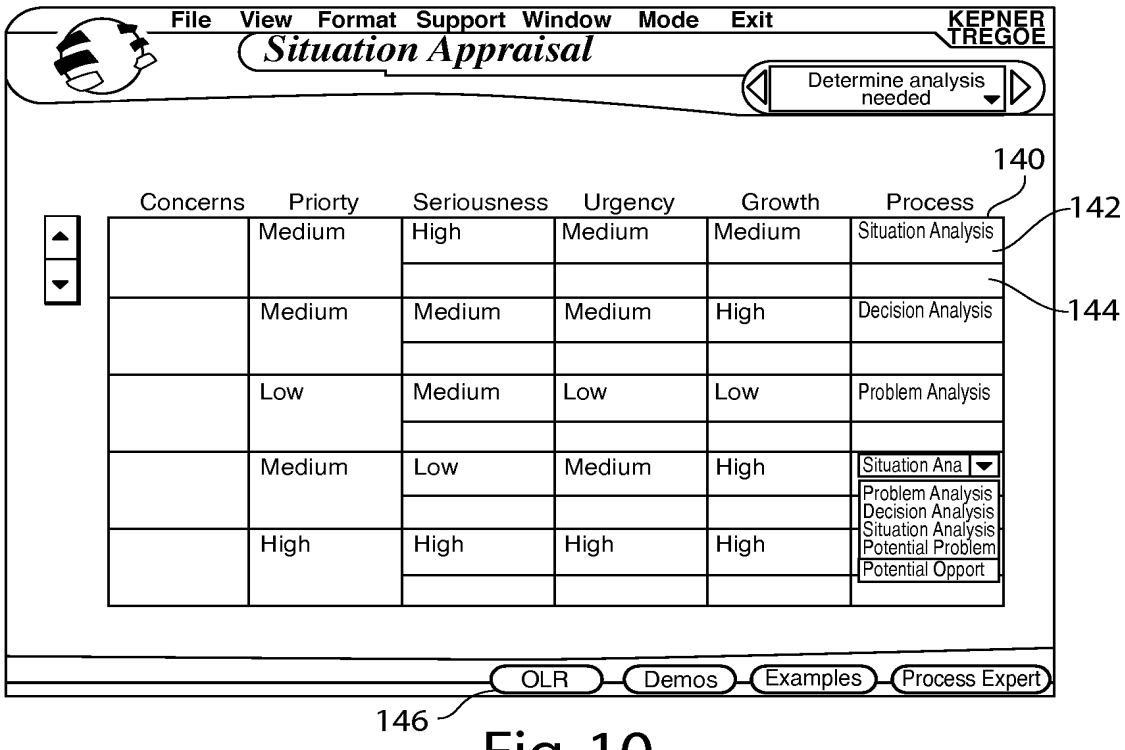

File View Format Support Window Mode Exit
KEPNER TREGOE
Situation Appraisal
Determine analysis needed
140
142
144
Concerns
Priorty
Seriousness
Urgency
Growth
Process
Medium
High
Medium
Medium
Situation Analysis
Medium
Medium
Medium
High
Decision Analysis
Low
Medium
Low
Low
Problem Analysis
Medium
Low
Medium
High
Situation Ana
Problem Analysis
Decision Analysis
Situation Analysis
Potential Problem
Potential Opport
High
High
High
High
OLR
Demos
Examples
Process Expert
146

Fig. 10

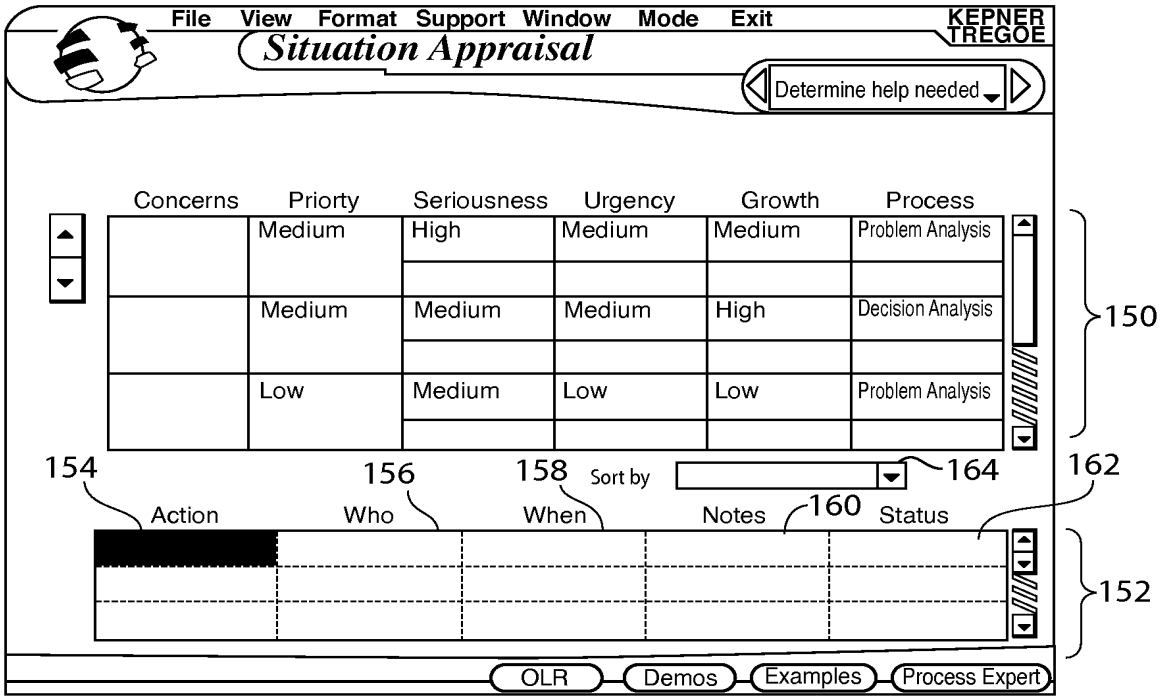

File View Format Support Window Mode Exit
KEPNER TREGOE
Situation Appraisal
Determine help needed
Concerns
Priorty
Seriousness
Urgency
Growth
Process
Medium
High
Medium
Medium
Problem Analysis
Medium
Medium
Medium
High
Decision Analysis
Low
Medium
Low
Low
Problem Analysis
150
154
156
158
Sort by
164
162
Action
Who
When
Notes
160
Status
152
OLR
Demos
Examples
Process Expert

Fig. 11

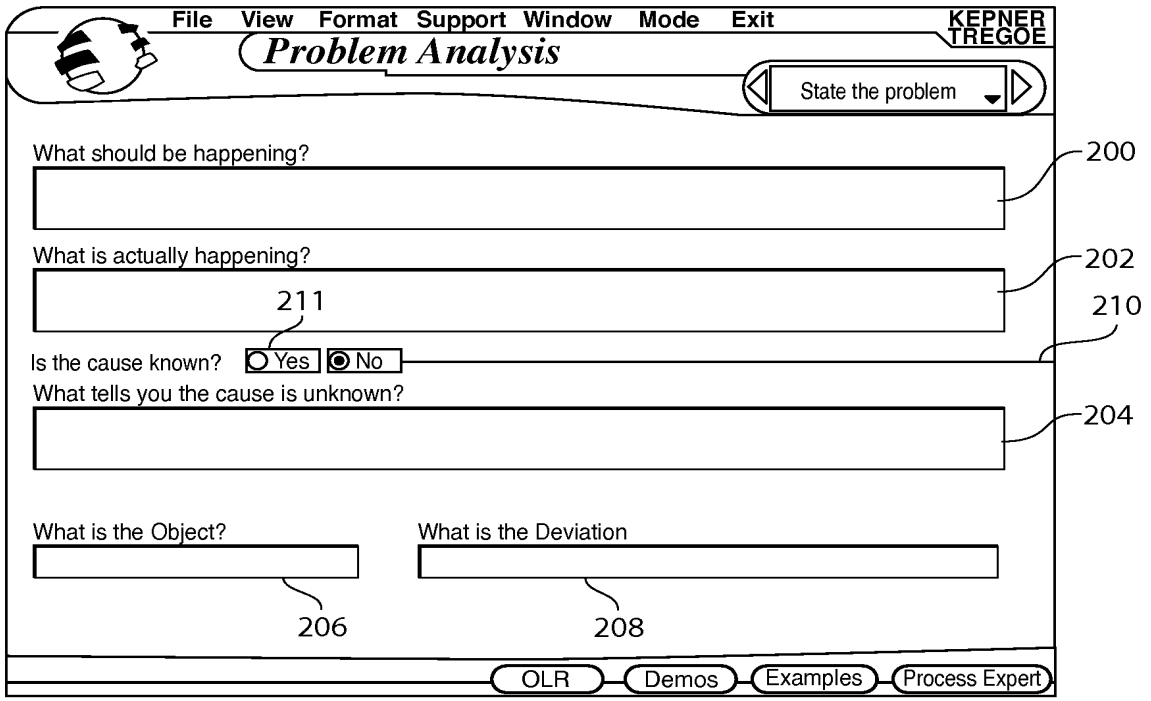

File View Format Support Window Mode Exit
KEPNER TREGOE
Problem Analysis
State the problem
What should be happening?
200
What is actually happening?
202
211
210
Is the cause known?
Yes
No
What tells you the cause is unknown?
204
What is the Object?
What is the Deviation
206
208
OLR
Demos
Examples
Process Expert

Fig. 12

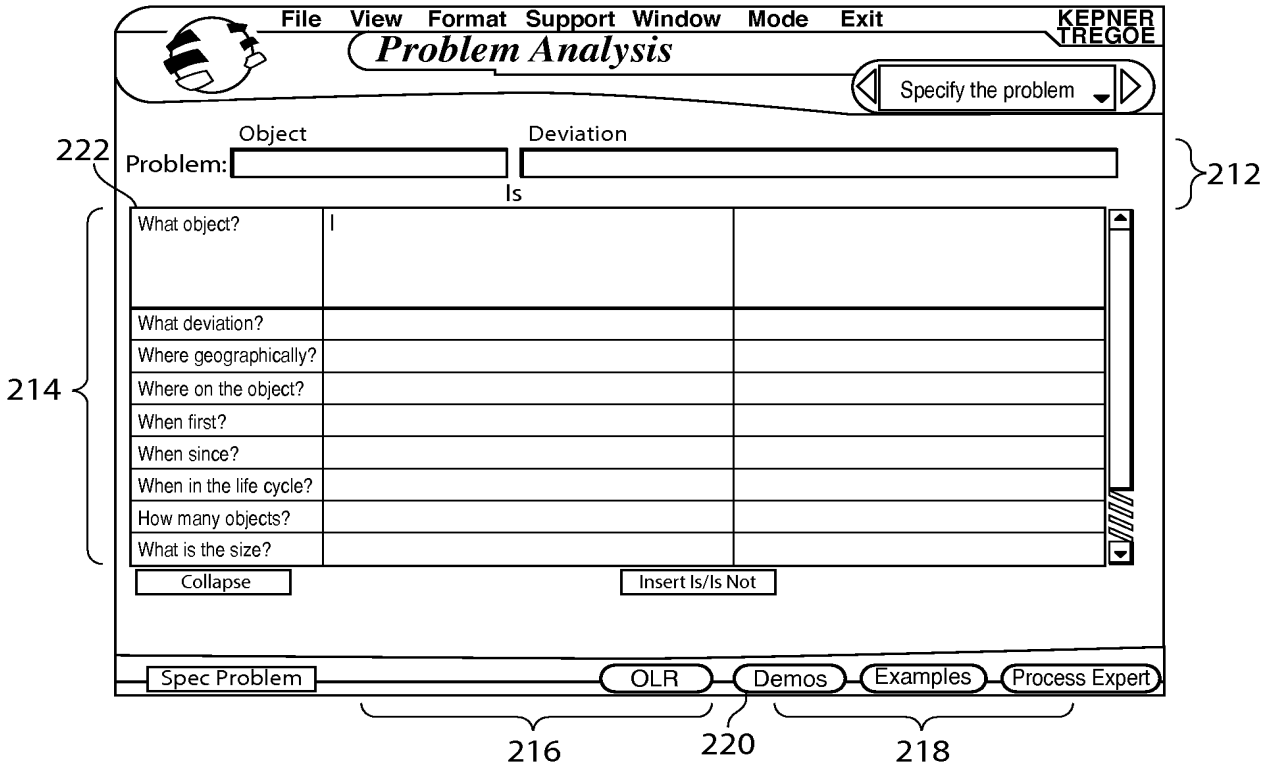

File View Format Support Window Mode Exit
KEPNER TREGOE
Problem Analysis
Specify the problem
222
Object
Deviation
Problem:
Is
212
What object?
What deviation?
Where geographically?
Where on the object?
When first?
When since?
When in the life cycle?
How many objects?
What is the size?
214
Collapse
Insert Is/Is Not
Spec Problem
OLR
Demos
Examples
Process Expert
216
220
218

Fig. 13

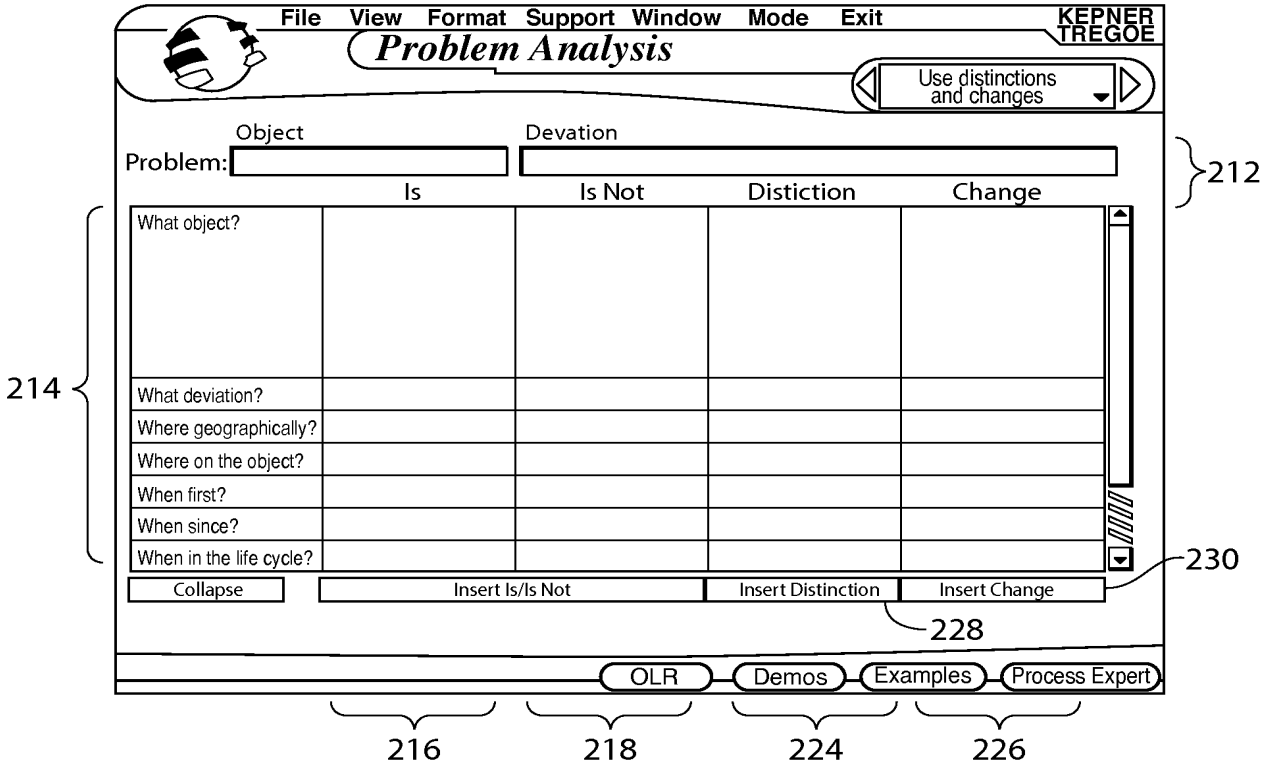

File View Format Support Window Mode Exit
KEPNER TREGOE
Problem Analysis
Use distinctions and changes
Object
Devation
Problem:
212
Is
Is Not
Distiction
Change
What object?
214
What deviation?
Where geographically?
Where on the object?
When first?
When since?
When in the life cycle?
230
Collapse
Insert Is/Is Not
Insert Distinction
Insert Change
228
OLR
Demos
Examples
Process Expert
216
218
224
226

Fig. 14

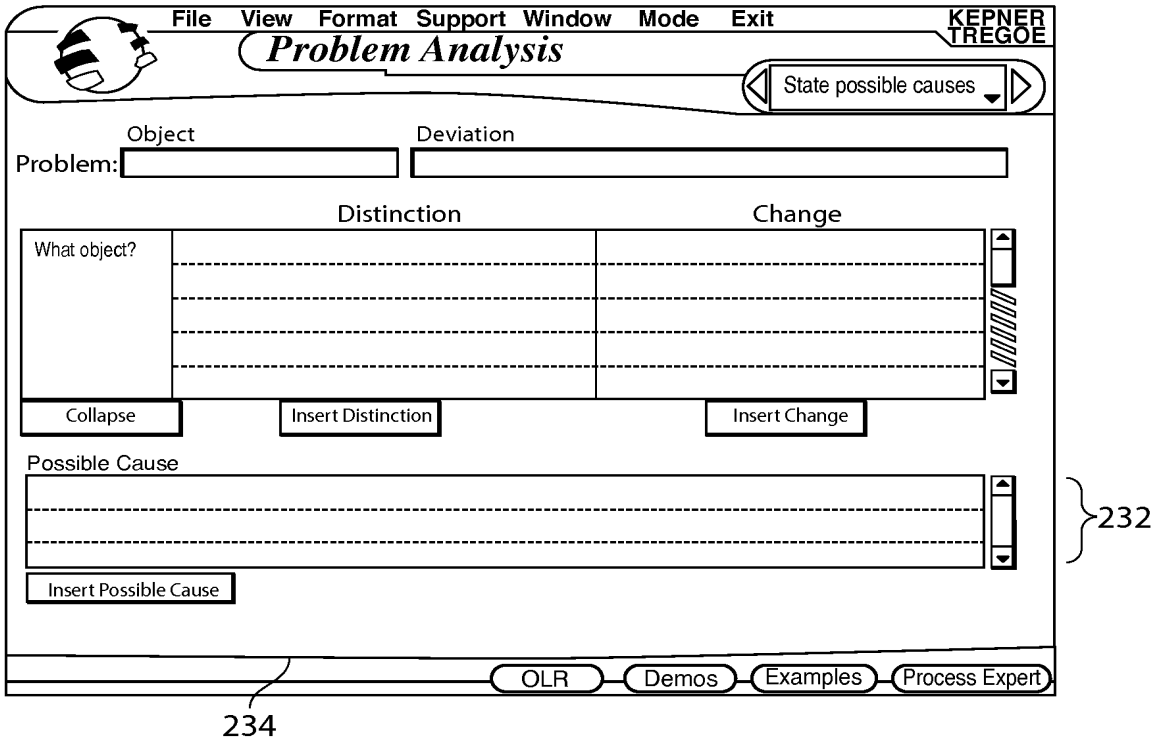

File View Format Support Window Mode Exit
KEPNER TREGOE
Problem Analysis
State possible causes
Object
Deviation
Problem:
Distinction
Change
What object?
Collapse
Insert Distinction
Insert Change
Possible Cause
232
Insert Possible Cause
OLR
Demos
Examples
Process Expert
234

Fig. 15

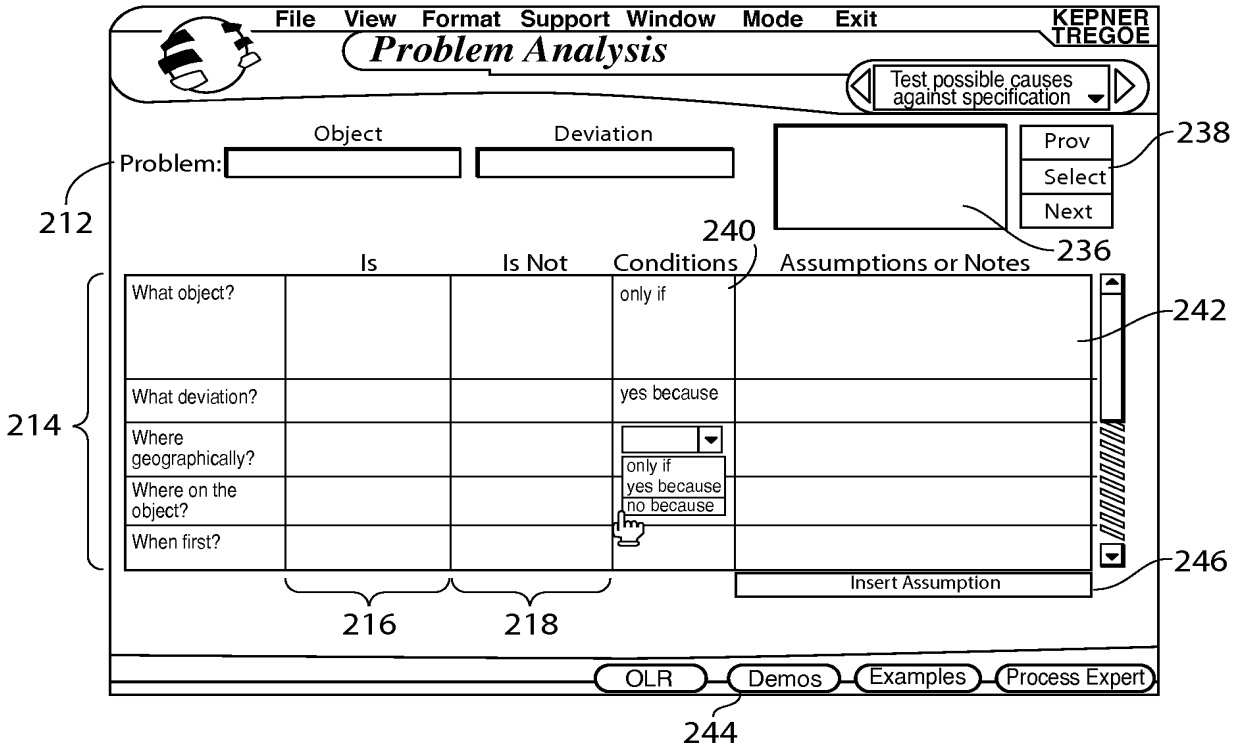

File View Format Support Window Mode Exit
KEPNER TREGOE
Problem Analysis
Test possible causes against specification
Object
Deviation
Problem:
Prov
Select
Next
238
212
240
236
Is
Is Not
Conditions
Assumptions or Notes
What object?
only if
242
What deviation?
yes because
214
Where geographically?
Where on the object?
When first?
only if
yes because
no because
246
Insert Assumption
216
218
OLR
Demos
Examples
Process Expert
244

Fig. 16

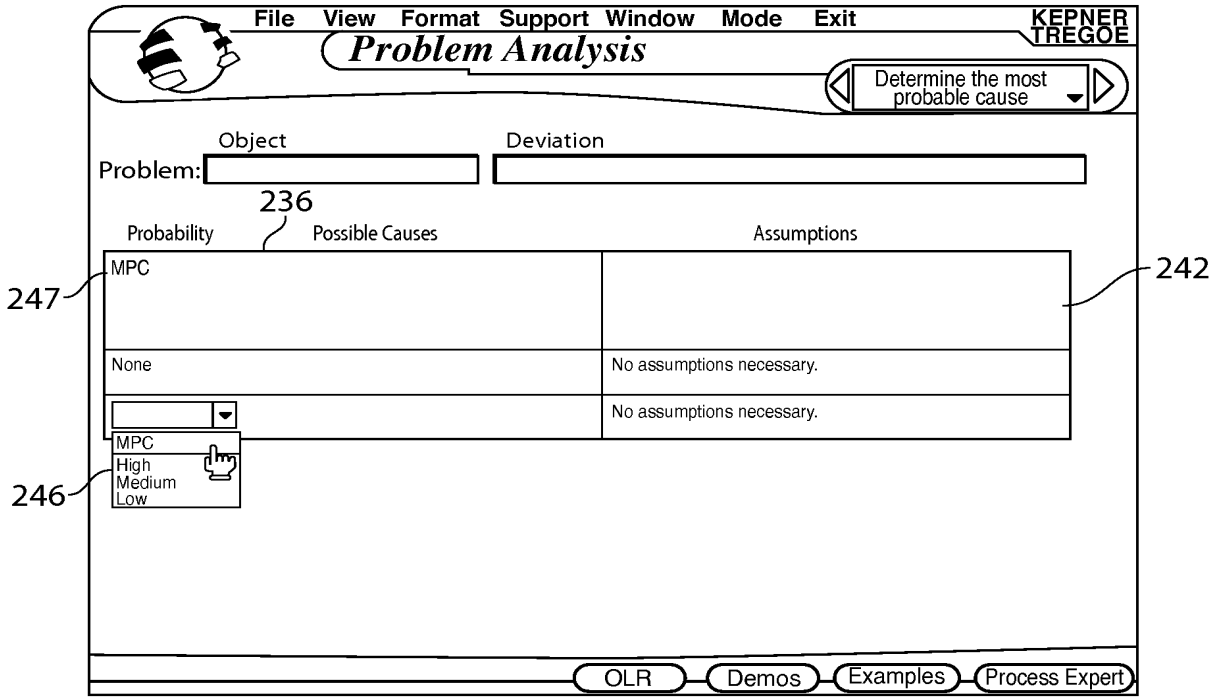

File View Format Support Window Mode Exit
KEPNER TREGOE
Problem Analysis
Determine the most probable cause
Object
Deviation
Problem:
236
Probability
Possible Causes
Assumptions
242
247
MPC
None
No assumptions necessary.
No assumptions necessary.
MPC
High
Medium
Low
246
OLR
Demos
Examples
Process Expert

Fig. 17

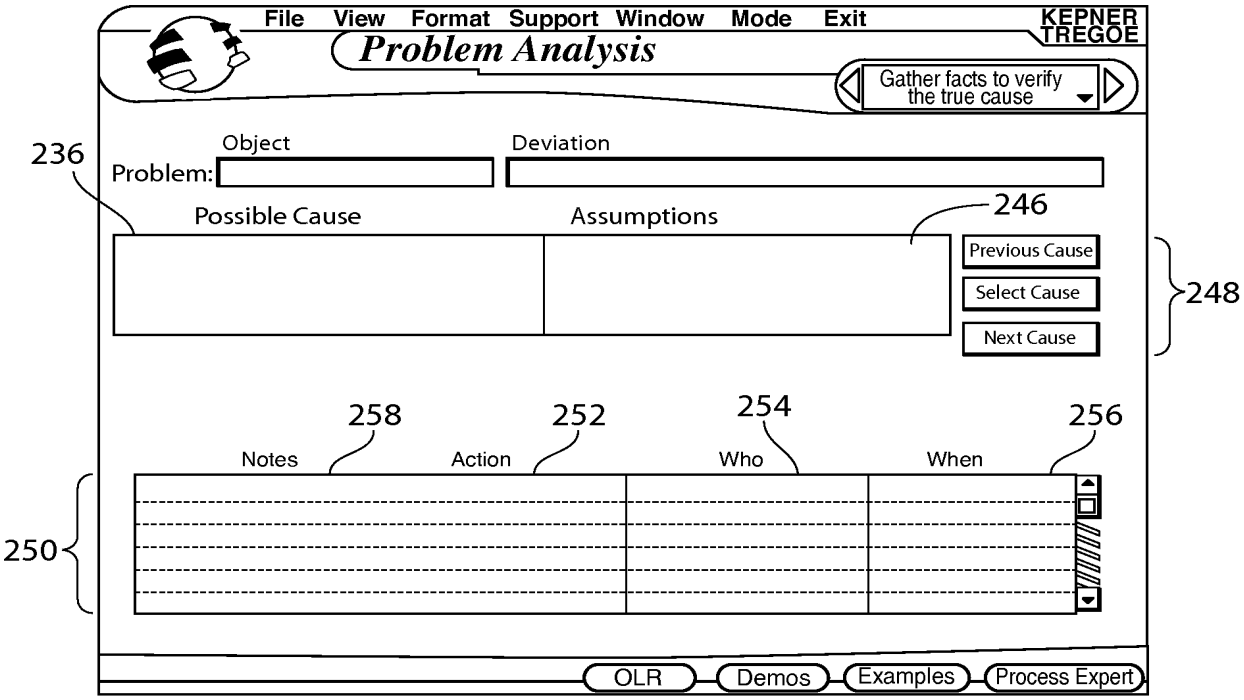

File View Format Support Window Mode Exit
KEPNER TREGOE
Problem Analysis
Gather facts to verify the true cause
236
Object
Deviation
Problem:
Possible Cause
Assumptions
246
Previous Cause
Select Cause
Next Cause
248
258
252
254
256
Notes
Action
Who
When
250
OLR
Demos
Examples
Process Expert

Fig. 18

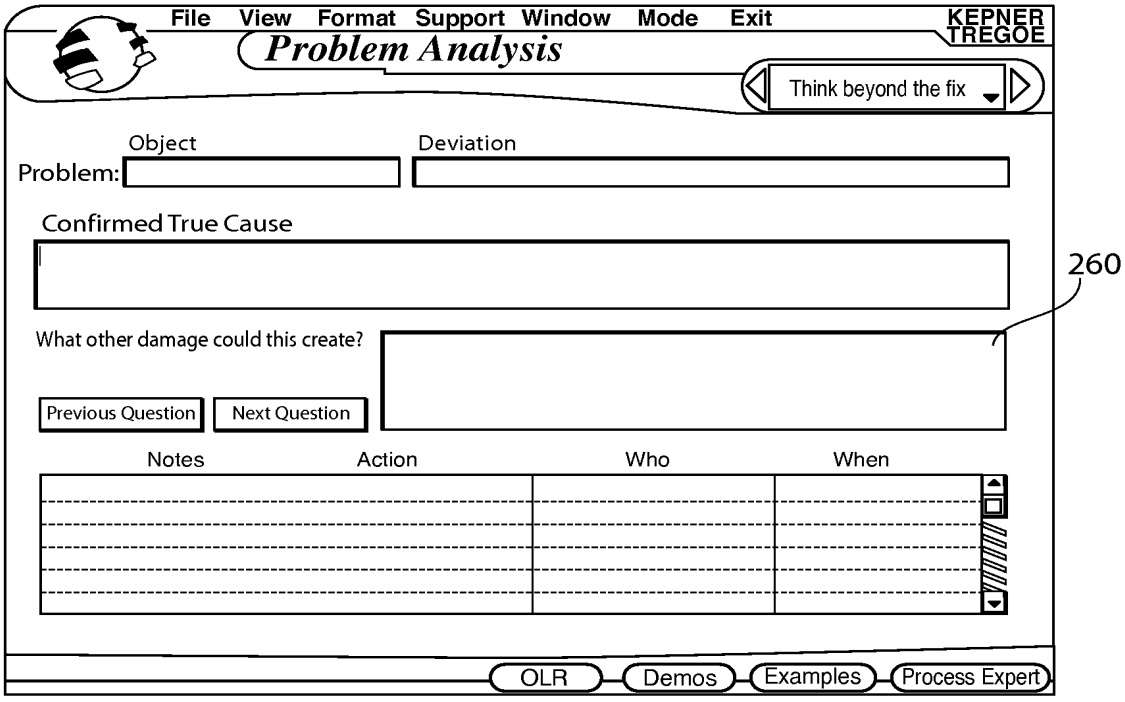

File View Format Support Window Mode Exit
KEPNER TREGOE
Problem Analysis
Think beyond the fix
Object
Deviation
Problem:
Confirmed True Cause
260
What other damage could this create?
Previous Question
Next Question
Notes
Action
Who
When
OLR
Demos
Examples
Process Expert

Fig. 19

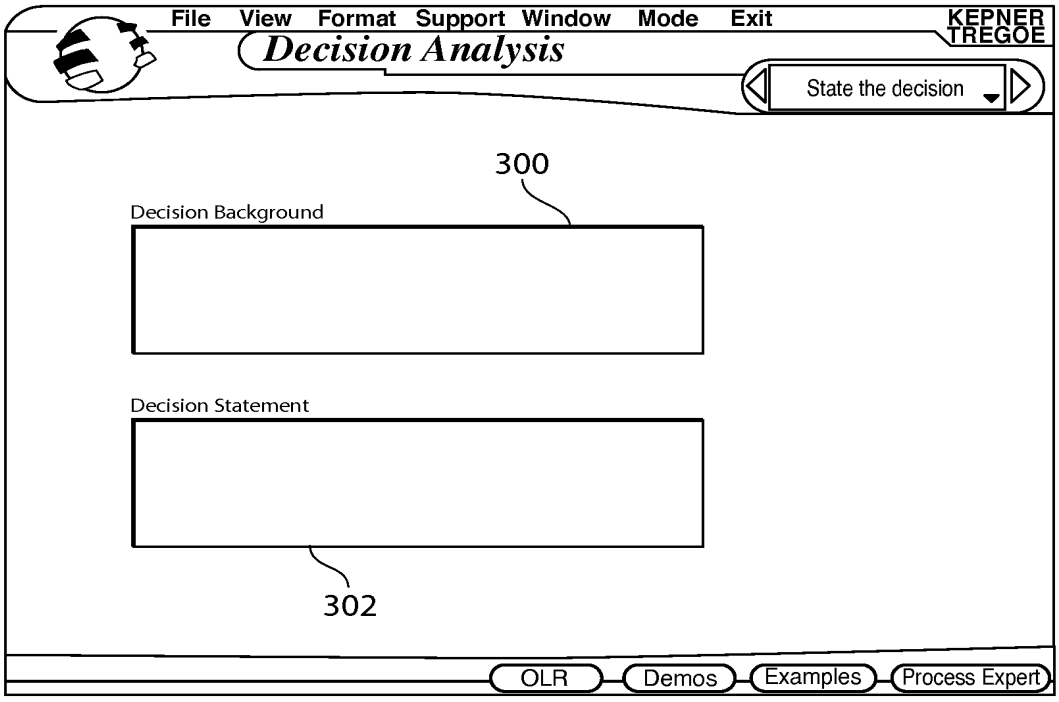

File View Format Support Window Mode Exit
KEPNER TREGOE
Decision Analysis
State the decision
300
Decision Background
Decision Statement
302
OLR
Demos
Examples
Process Expert

Fig. 20

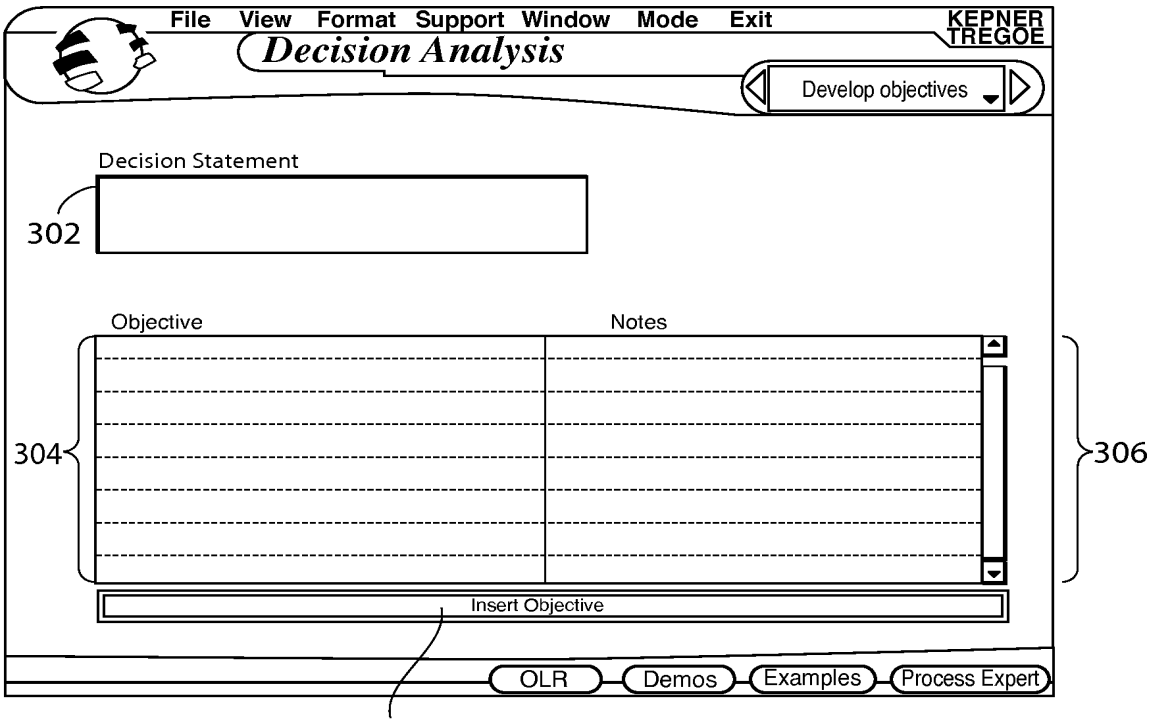

File View Format Support Window Mode Exit
KEPNER TREGOE
Decision Analysis
Develop objectives
Decision Statement
302
Objective
Notes
304
306
Insert Objective
OLR
Demos
Examples
Process Expert
308

Fig. 21

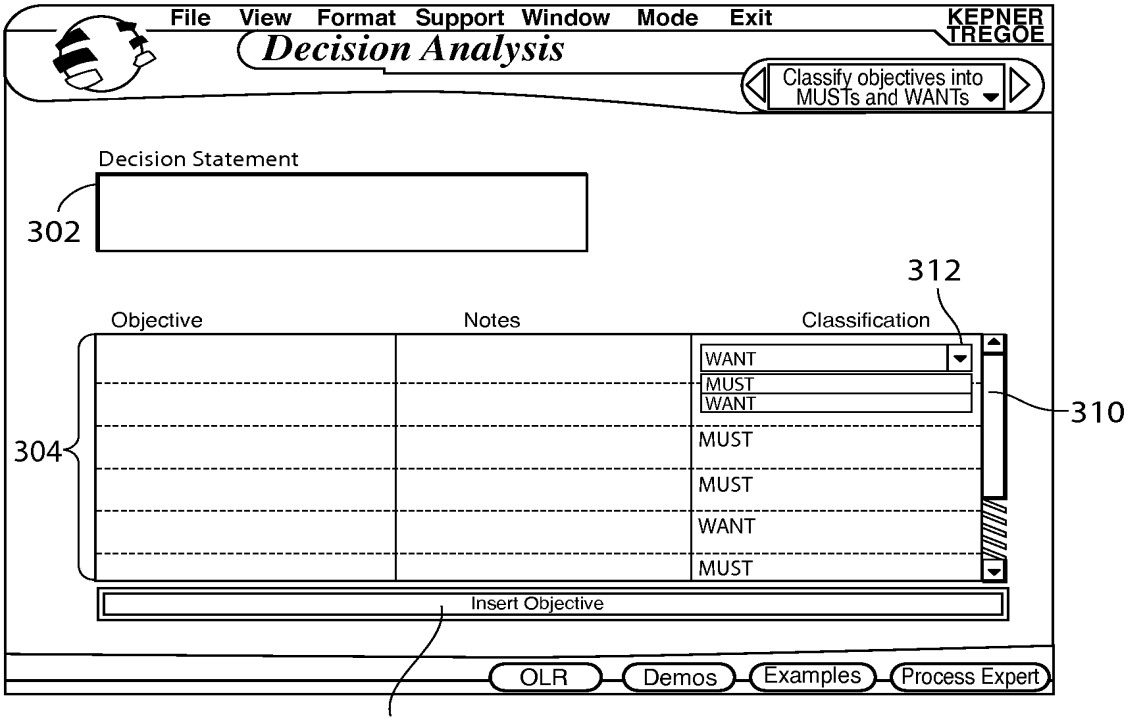

File View Format Support Window Mode Exit
KEPNER TREGOE
Decision Analysis
Classify objectives into MUSTs and WANTs
Decision Statement
302
312
Objective
Notes
Classification
WANT
MUST
WANT
310
304
MUST
MUST
WANT
MUST
Insert Objective
OLR
Demos
Examples
Process Expert
308

Fig. 22

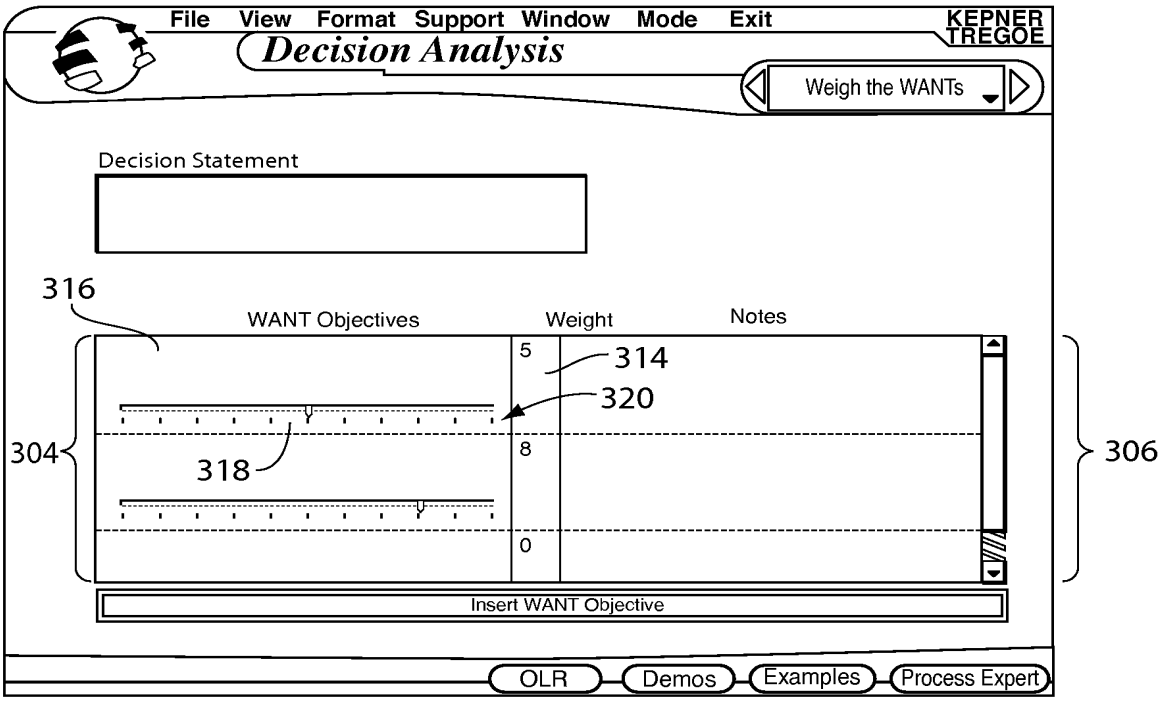

File View Format Support Window Mode Exit
KEPNER TREGOE
Decision Analysis
Weigh the WANTs
Decision Statement
316
WANT Objectives
Weight
Notes
5
314
320
304
318
8
306
0
Insert WANT Objective
OLR
Demos
Examples
Process Expert

Fig. 23

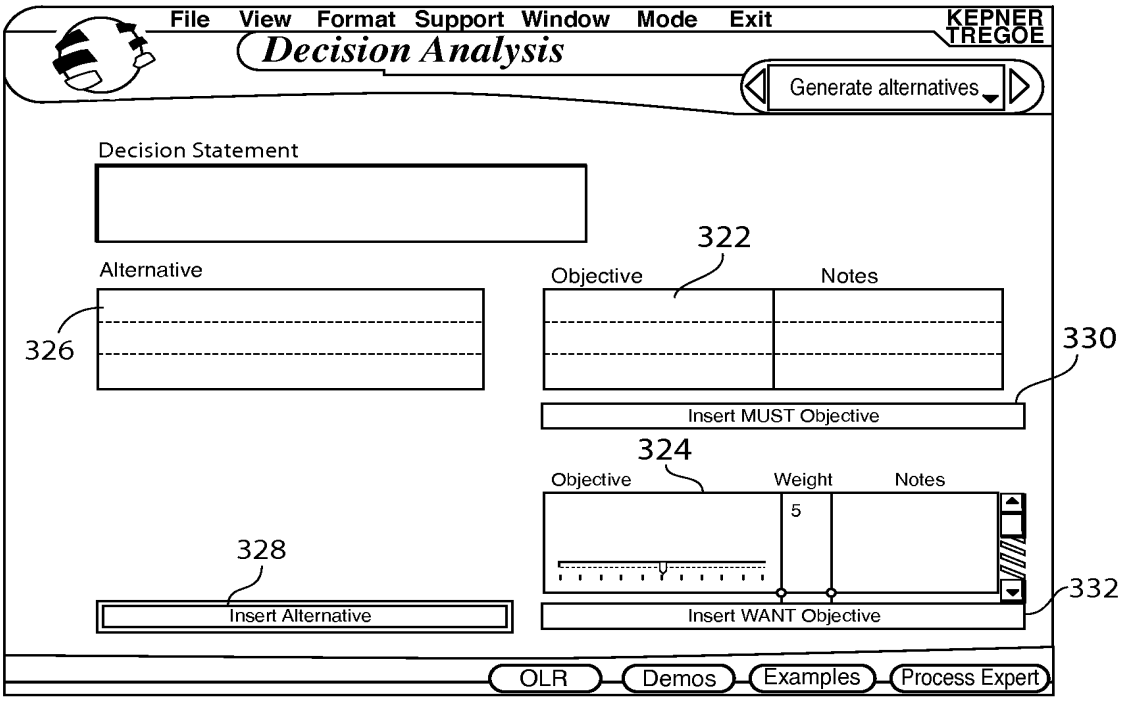

File View Format Support Window Mode Exit
KEPNER TREGOE
Decision Analysis
Generate alternatives
Decision Statement
322
Alternative
Objective
Notes
326
330
Insert MUST Objective
324
Objective
Weight
Notes
5
328
332
Insert Alternative
Insert WANT Objective
OLR
Demos
Examples
Process Expert

Fig. 24

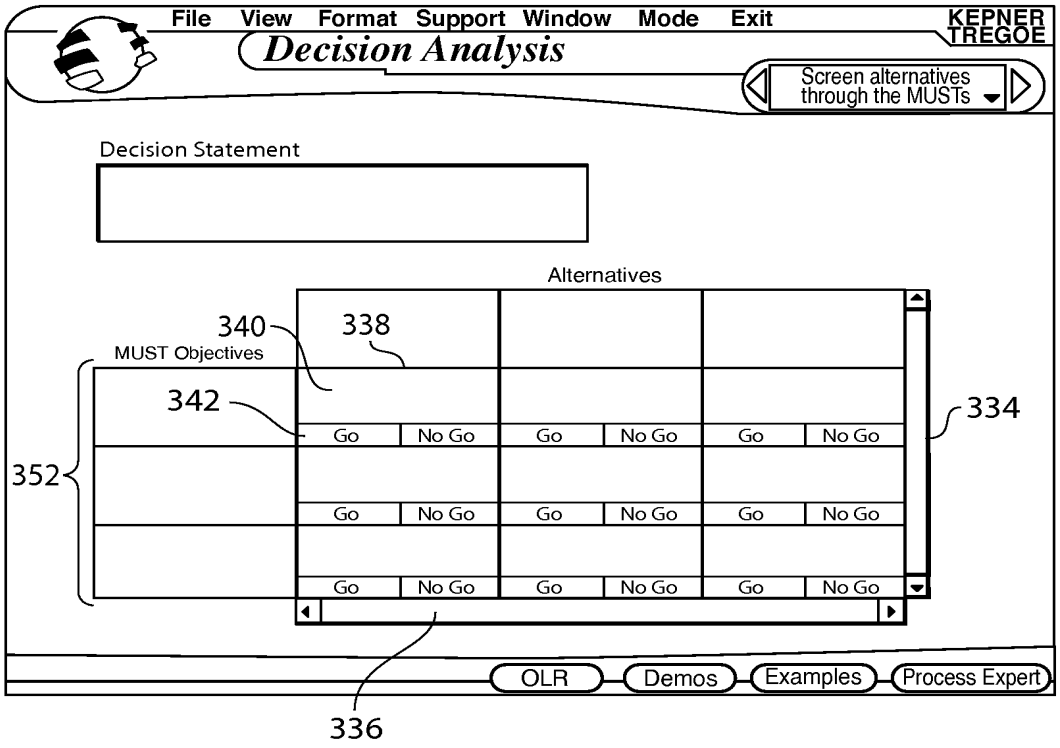

File View Format Support Window Mode Exit
KEPNER TREGOE
Decision Analysis
Screen alternatives through the MUSTs
Decision Statement
Alternatives
340
338
MUST Objectives
342
334
352
Go
No Go
OLR
Demos
Examples
Process Expert
336

Fig. 25

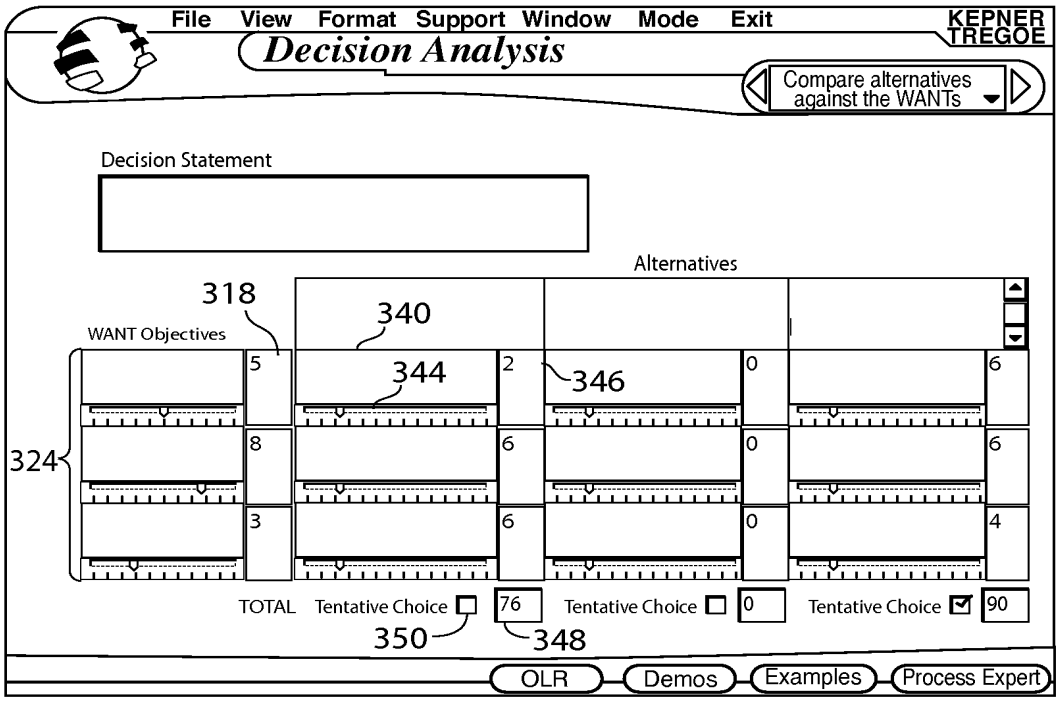

File View Format Support Window Mode Exit
KEPNER TREGOE
Decision Analysis
Compare alternatives against the WANTs
Decision Statement
Alternatives
318
340
WANT Objectives
344
346
324
5
2
0
6
8
6
0
6
3
6
0
4
TOTAL
Tentative Choice
76
Tentative Choice
0
Tentative Choice
90
350
348
OLR
Demos
Examples
Process Expert

Fig. 26

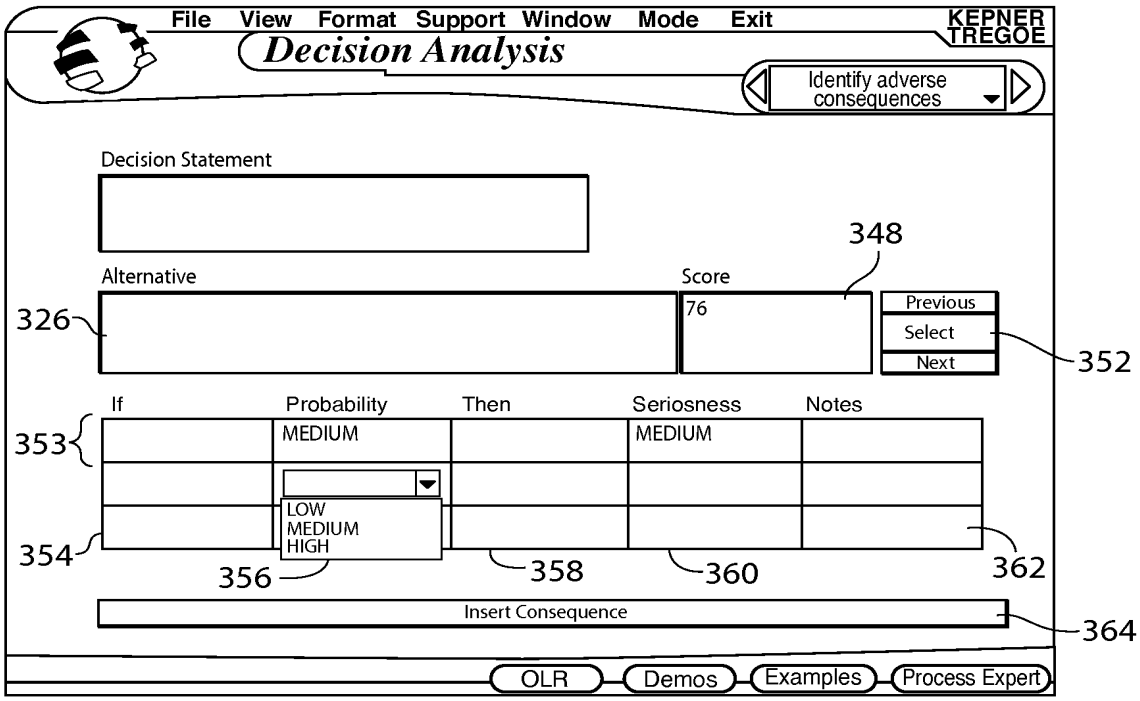

File View Format Support Window Mode Exit
KEPNER TREGOE
Decision Analysis
Identify adverse consequences
Decision Statement
348
Alternative
Score
326
76
Previous
Select
Next
352
If
Probability
Then
Seriosness
Notes
353
MEDIUM
MEDIUM
LOW
MEDIUM
HIGH
354
356
358
360
362
Insert Consequence
364
OLR
Demos
Examples
Process Expert

Fig. 27

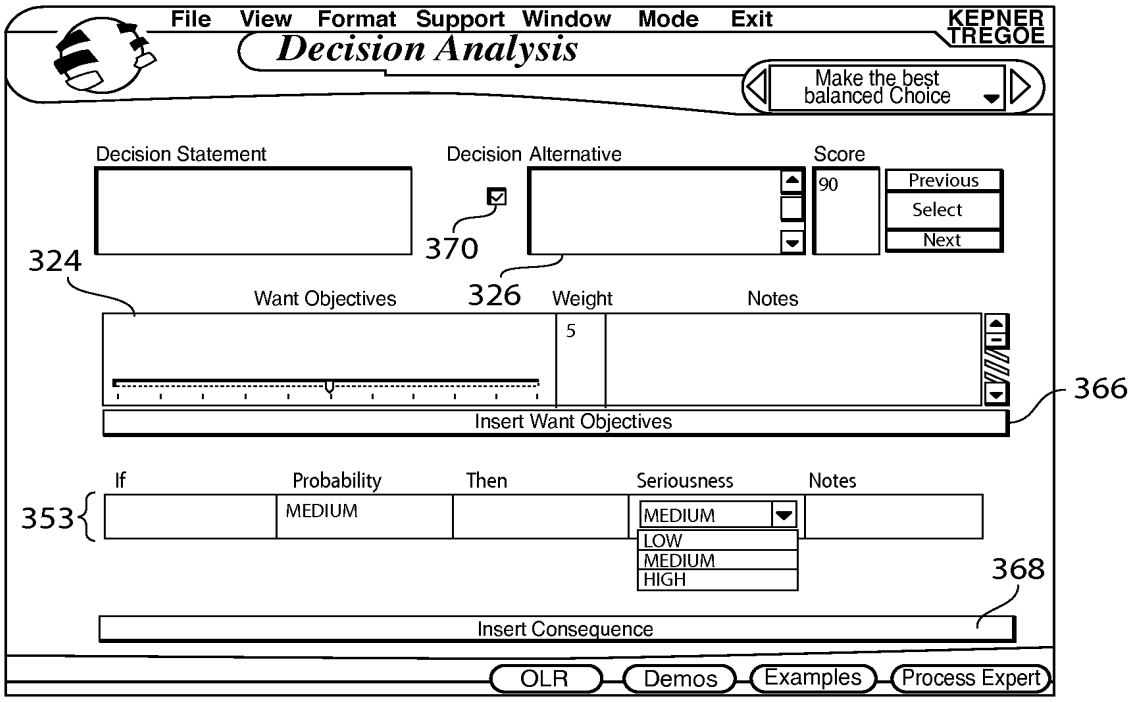

File View Format Support Window Mode Exit
KEPNER TREGOE
Decision Analysis
Make the best balanced Choice
Decision Statement
Decision Alternative
Score
90
Previous
Select
Next
370
324
326
Want Objectives
Weight
Notes
5
366
Insert Want Objectives
If
Probability
Then
Seriousness
Notes
353
MEDIUM
MEDIUM
LOW
MEDIUM
HIGH
368
Insert Consequence
OLR
Demos
Examples
Process Expert

Fig. 28

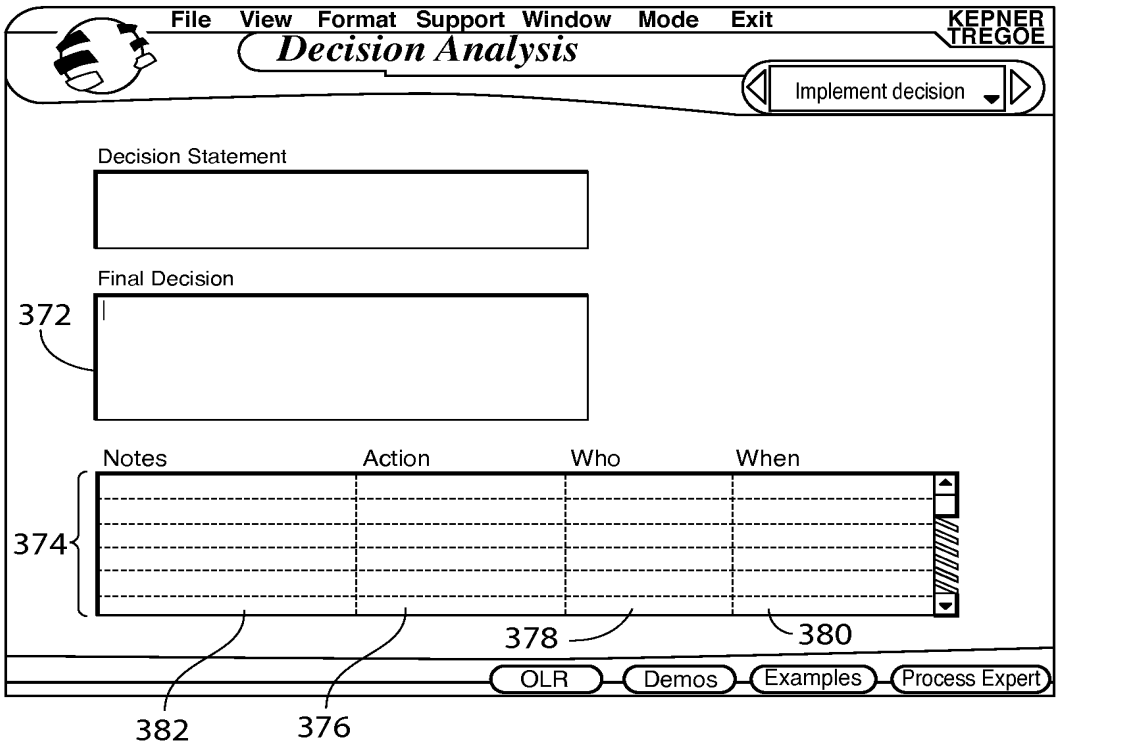

File View Format Support Window Mode Exit
KEPNER TREGOE
Decision Analysis
Implement decision
Decision Statement
Final Decision
372
Notes
Action
Who
When
374
378
380
382
376
OLR
Demos
Examples
Process Expert

Fig. 29

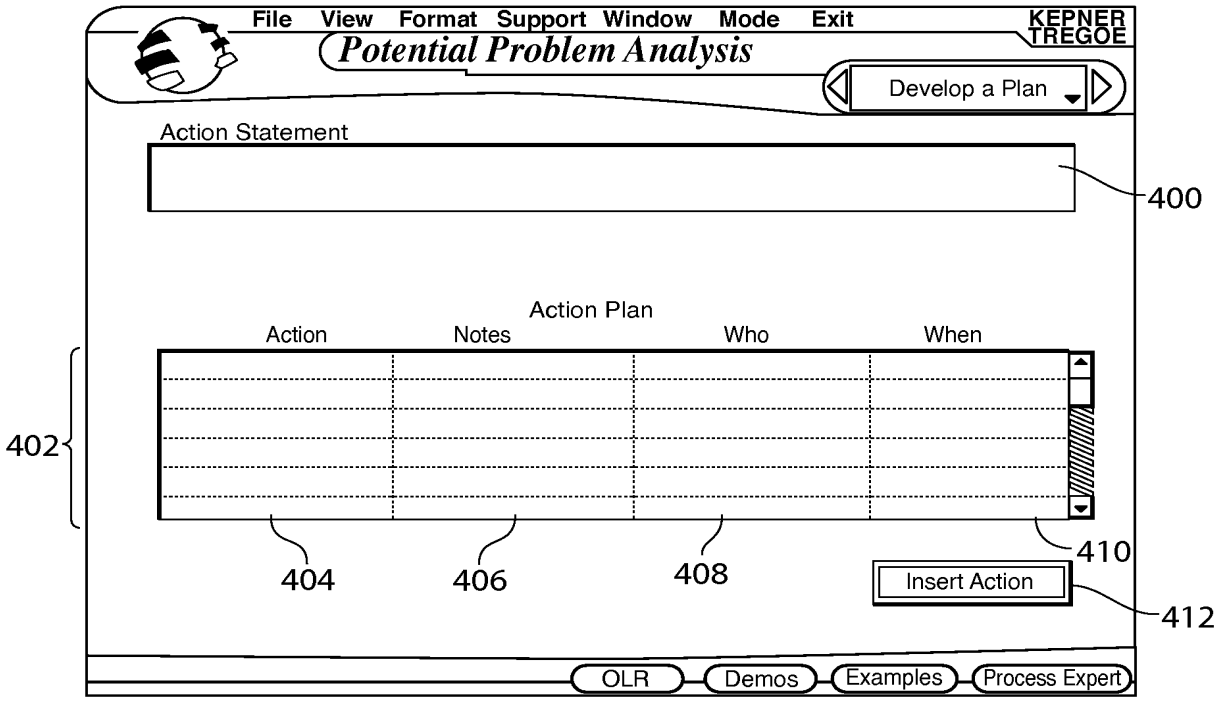

File View Format Support Window Mode Exit
KEPNER TREGOE
Potential Problem Analysis
Develop a Plan
Action Statement
400
Action Plan
Action
Notes
Who
When
402
404
406
408
410
Insert Action
412
OLR
Demos
Examples
Process Expert

Fig. 30

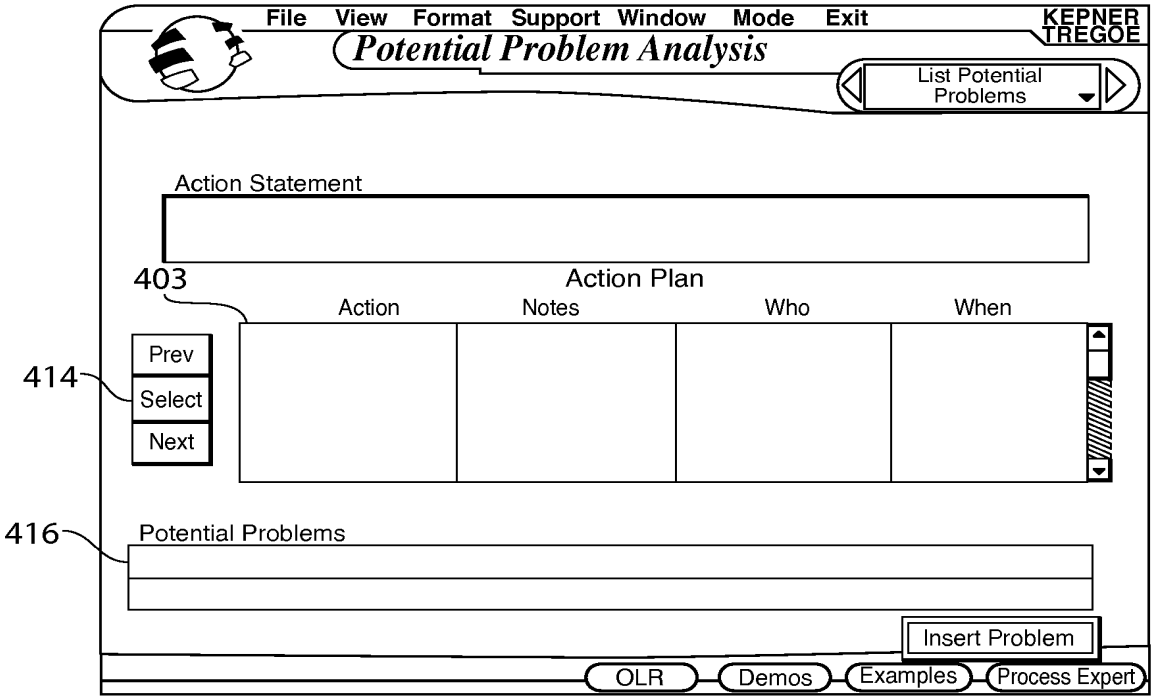

File View Format Support Window Mode Exit
KEPNER TREGOE
Potential Problem Analysis
List Potential Problems
Action Statement
403
Action Plan
Action
Notes
Who
When
414
Prev
Select
Next
416
Potential Problems
Insert Problem
OLR
Demos
Examples
Process Expert

Fig. 31

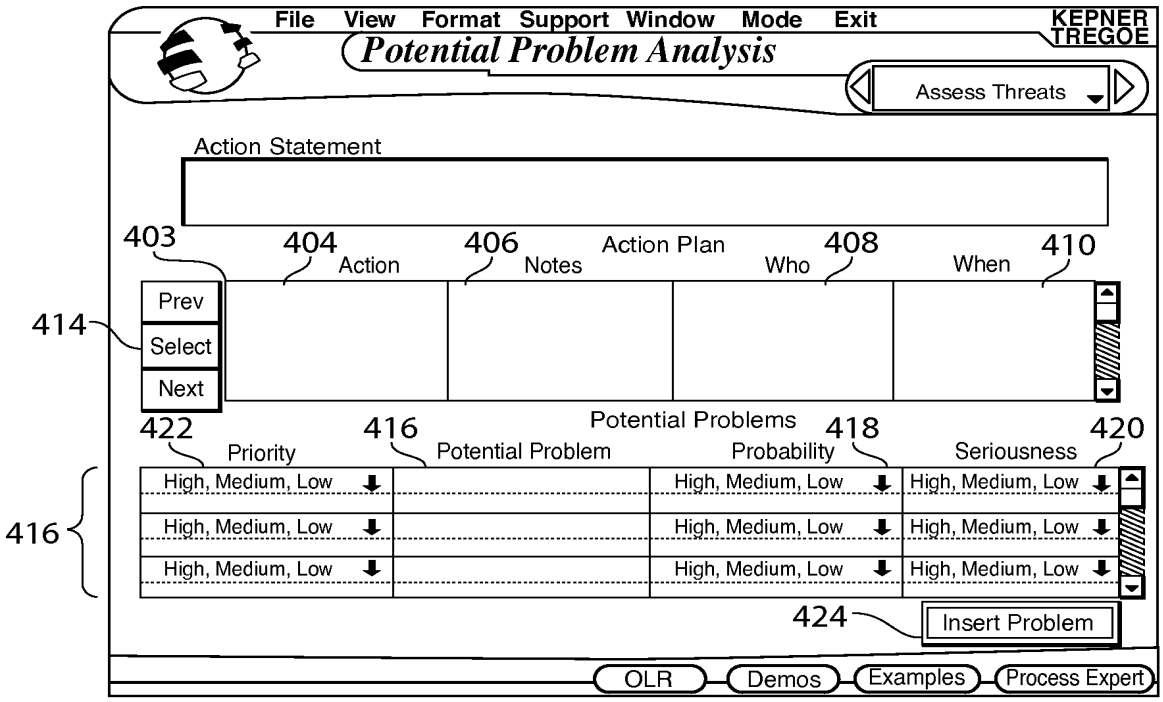

File View Format Support Window Mode Exit
KEPNER TREGOE
Potential Problem Analysis
Assess Threats
Action Statement
403
404
Action
406
Notes
Action Plan
408
Who
410
When
Prev
414
Select
Next
422
Priority
416
Potential Problem
Potential Problems
418
Probability
420
Seriousness
High, Medium, Low
416
424
Insert Problem
OLR
Demos
Examples
Process Expert

Fig. 32

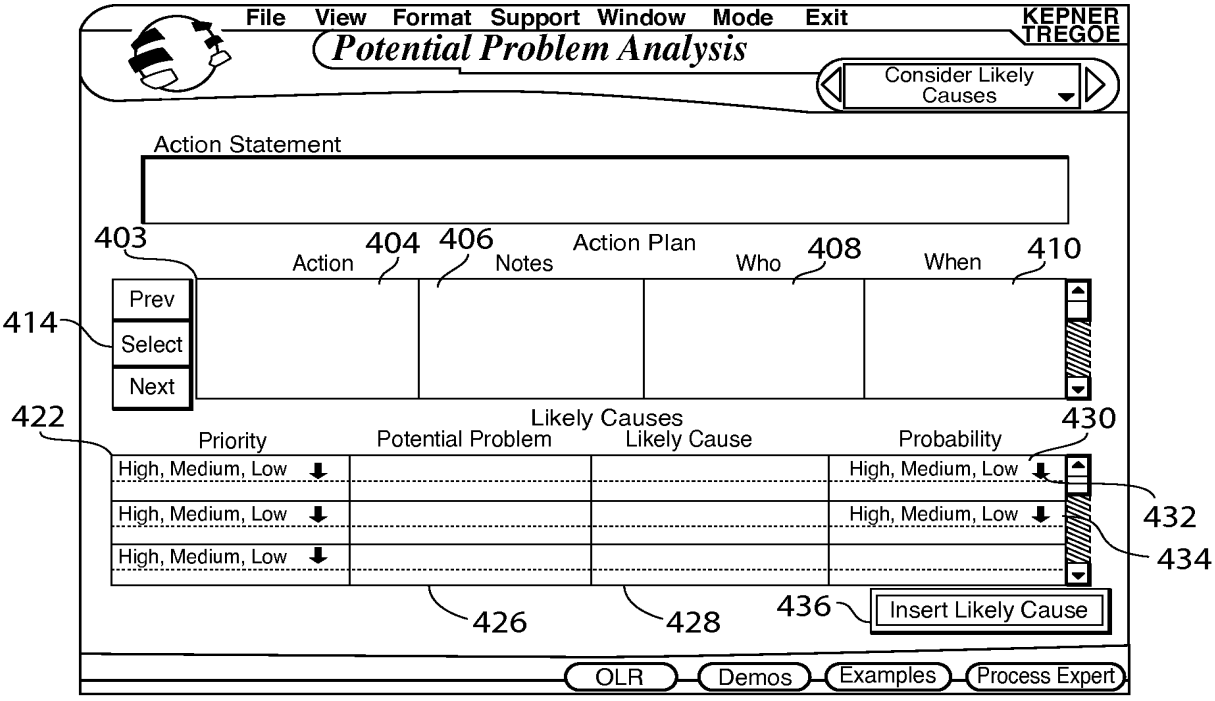

File View Format Support Window Mode Exit
KEPNER TREGOE
Potential Problem Analysis
Consider Likely Causes
Action Statement
403
404
Action
406
Notes
Action Plan
408
Who
410
When
Prev
414
Select
Next
422
Likely Causes
430
Priority
Potential Problem
Likely Cause
Probability
High, Medium, Low
432
434
426
428
436
Insert Likely Cause
OLR
Demos
Examples
Process Expert

Fig. 33

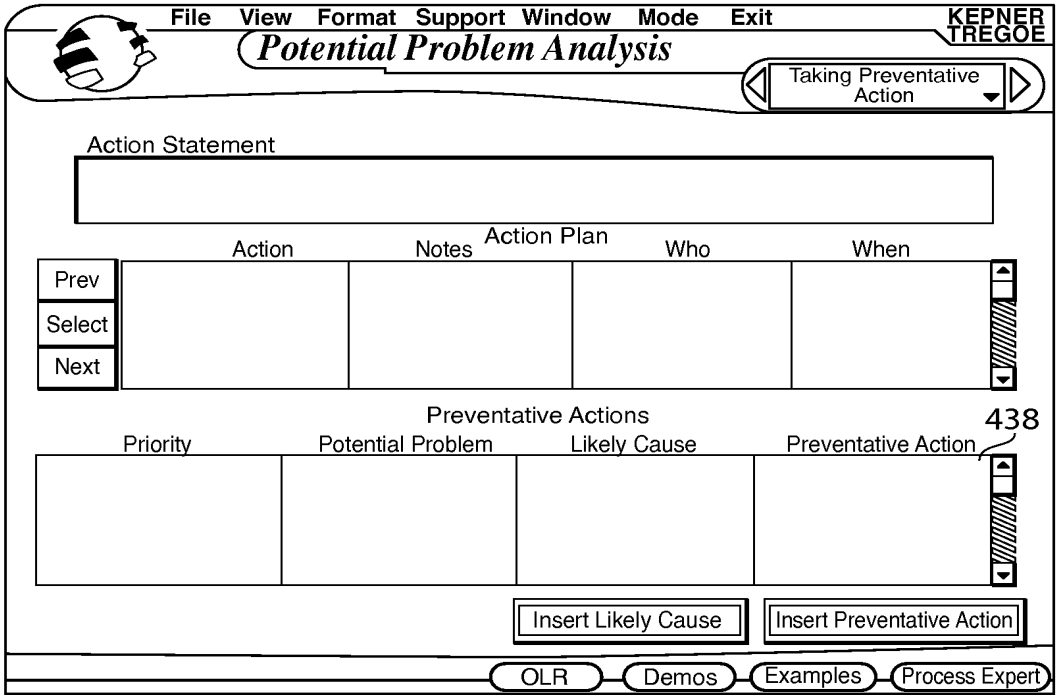

File View Format Support Window Mode Exit
KEPNER TREGOE
Potential Problem Analysis
Taking Preventative Action
Action Statement
Action Plan
Action
Notes
Who
When
Prev
Select
Next
Preventative Actions
438
Priority
Potential Problem
Likely Cause
Preventative Action
Insert Likely Cause
Insert Preventative Action
OLR
Demos
Examples
Process Expert

Fig. 34

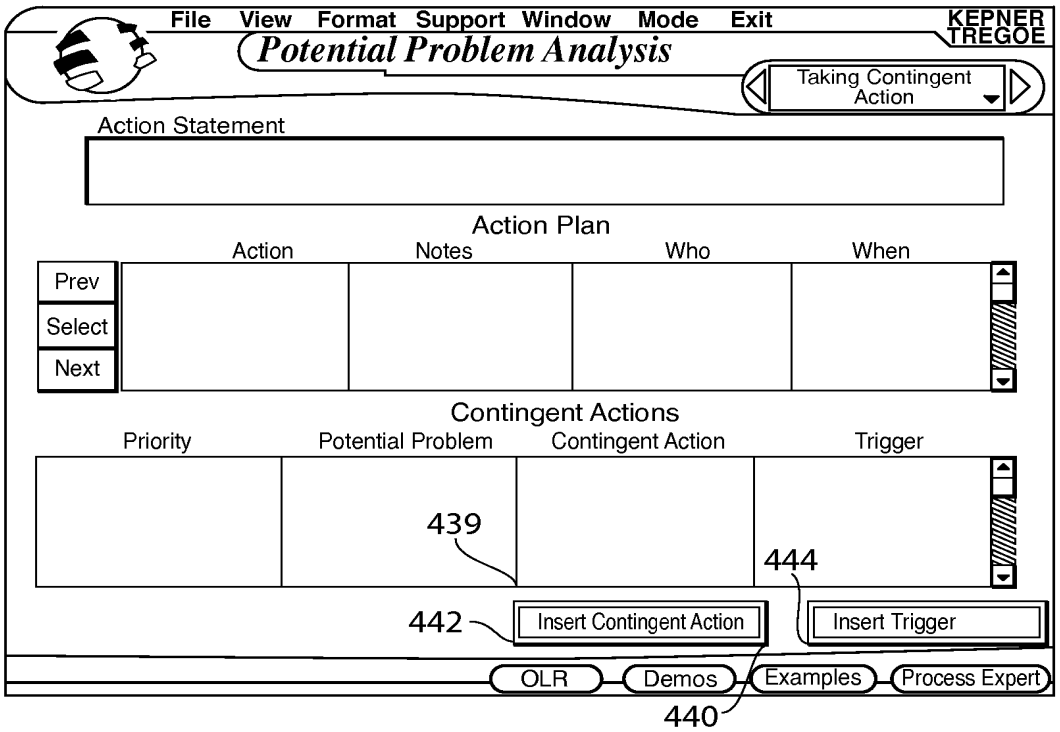

File View Format Support Window Mode Exit
KEPNER TREGOE
Potential Problem Analysis
Taking Contingent Action
Action Statement
Action Plan
Action
Notes
Who
When
Prev
Select
Next
Contingent Actions
Priority
Potential Problem
Contingent Action
Trigger
439
444
442
Insert Contingent Action
Insert Trigger
OLR
Demos
Examples
Process Expert
440

Fig. 35

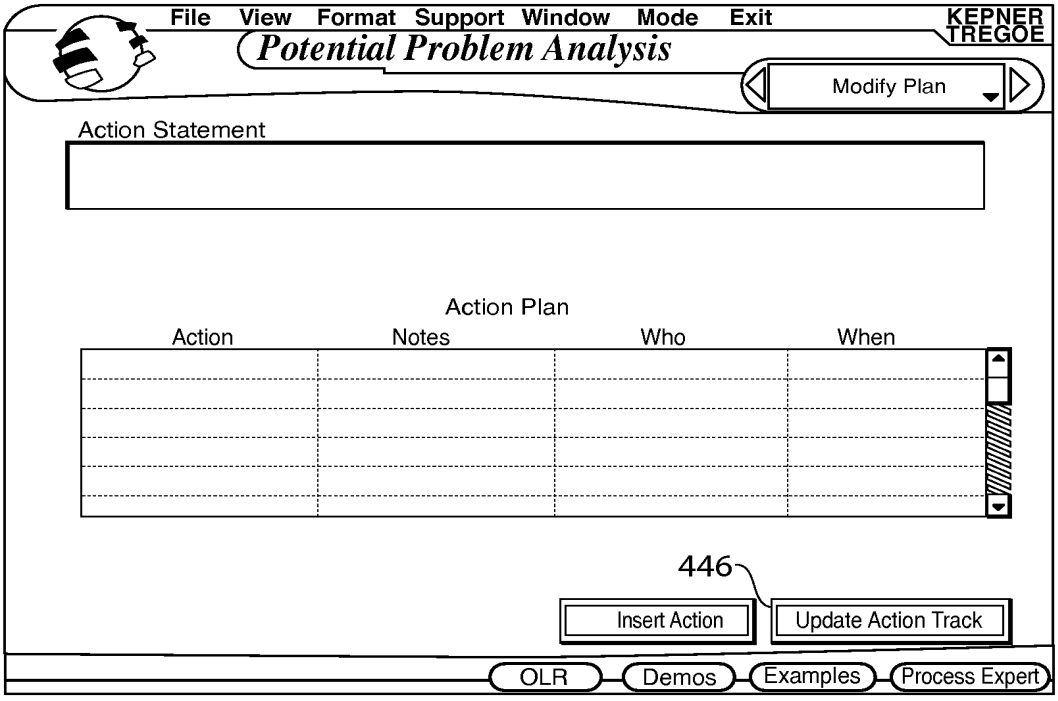

File View Format Support Window Mode Exit
KEPNER TREGOE
Potential Problem Analysis
Modify Plan
Action Statement
Action Plan
Action
Notes
Who
When
446
Insert Action
Update Action Track
OLR
Demos
Examples
Process Expert

Fig. 36

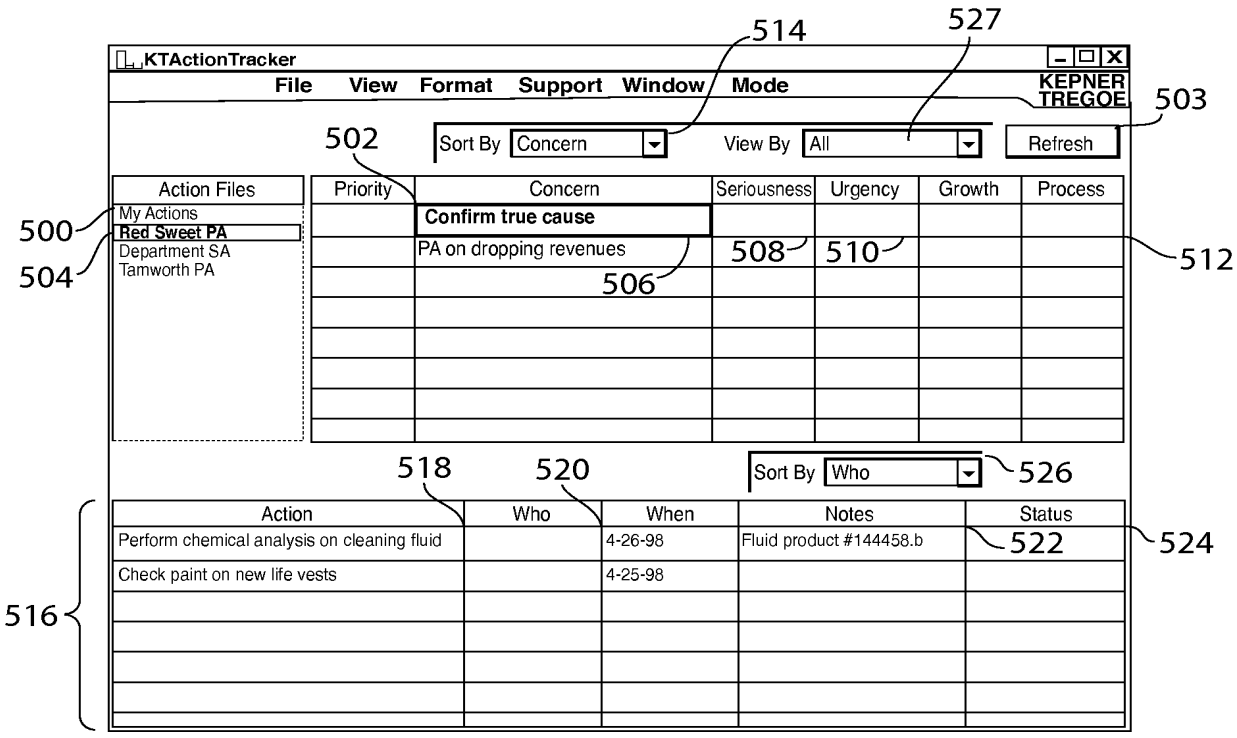

KTActionTracker
File View Format Support Window Mode
KEPNER TREGOE
514
527
503
502
Sort By Concern
View By All
Refresh
Action Files
My Actions
Red Sweet PA
Department SA
Tamworth PA
500
504
Priority
Concern
Seriousness
Urgency
Growth
Process
Confirm true cause
PA on dropping revenues
508
510
506
512
518
520
Sort By Who
526
Action
Who
When
Notes
Status
Perform chemical analysis on cleaning fluid
4-26-98
Fluid product #144458.b
522
524
Check paint on new life vests
4-25-98
516

Fig. 37

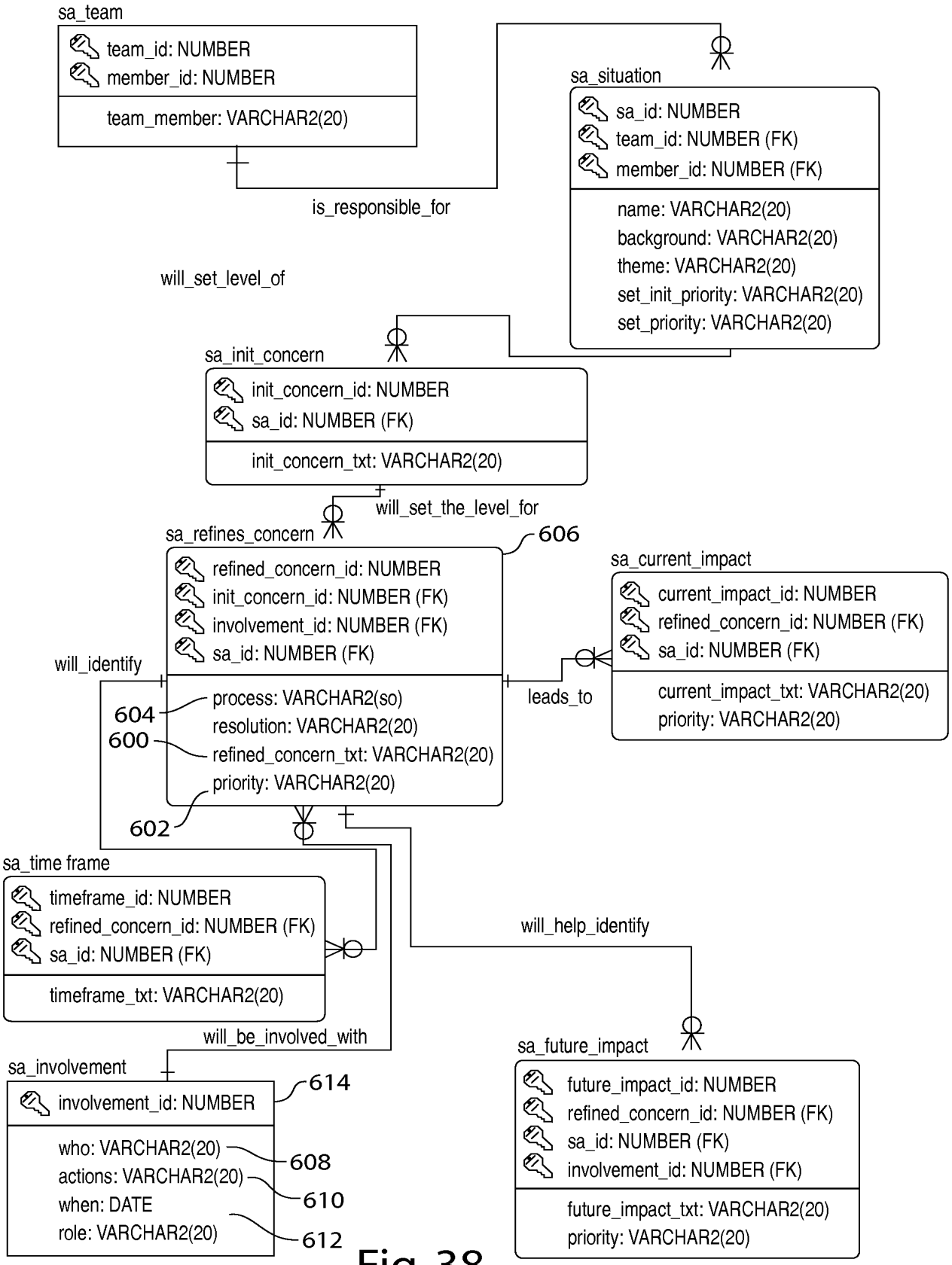

sa_team
team_id: NUMBER
member_id: NUMBER
team_member: VARCHAR2(20)
is_responsible_for
sa_situation
sa_id: NUMBER
team_id: NUMBER (FK)
member_id: NUMBER (FK)
name: VARCHAR2(20)
background: VARCHAR2(20)
theme: VARCHAR2(20)
set_init_priority: VARCHAR2(20)
set_priority: VARCHAR2(20)
will_set_level_of
sa_init_concern
init_concern_id: NUMBER
sa_id: NUMBER (FK)
init_concern_txt: VARCHAR2(20)
will_set_the_level_for
sa_refines_concern
606
refined_concern_id: NUMBER
init_concern_id: NUMBER (FK)
involvement_id: NUMBER (FK)
sa_id: NUMBER (FK)
process: VARCHAR2(so)
resolution: VARCHAR2(20)
refined_concern_txt: VARCHAR2(20)
priority: VARCHAR2(20)
604
600
602
will_identify
leads_to
sa_current_impact
current_impact_id: NUMBER
refined_concern_id: NUMBER (FK)
sa_id: NUMBER (FK)
current_impact_txt: VARCHAR2(20)
priority: VARCHAR2(20)
sa_time frame
timeframe_id: NUMBER
refined_concern_id: NUMBER (FK)
sa_id: NUMBER (FK)
timeframe_txt: VARCHAR2(20)
will_help_identify
will_be_involved_with
sa_involvement
involvement_id: NUMBER
614
who: VARCHAR2(20)
actions: VARCHAR2(20)
when: DATE
role: VARCHAR2(20)
608
610
612
sa_future_impact
future_impact_id: NUMBER
refined_concern_id: NUMBER (FK)
sa_id: NUMBER (FK)
involvement_id: NUMBER (FK)
future_impact_txt: VARCHAR2(20)
priority: VARCHAR2(20)

Fig. 38

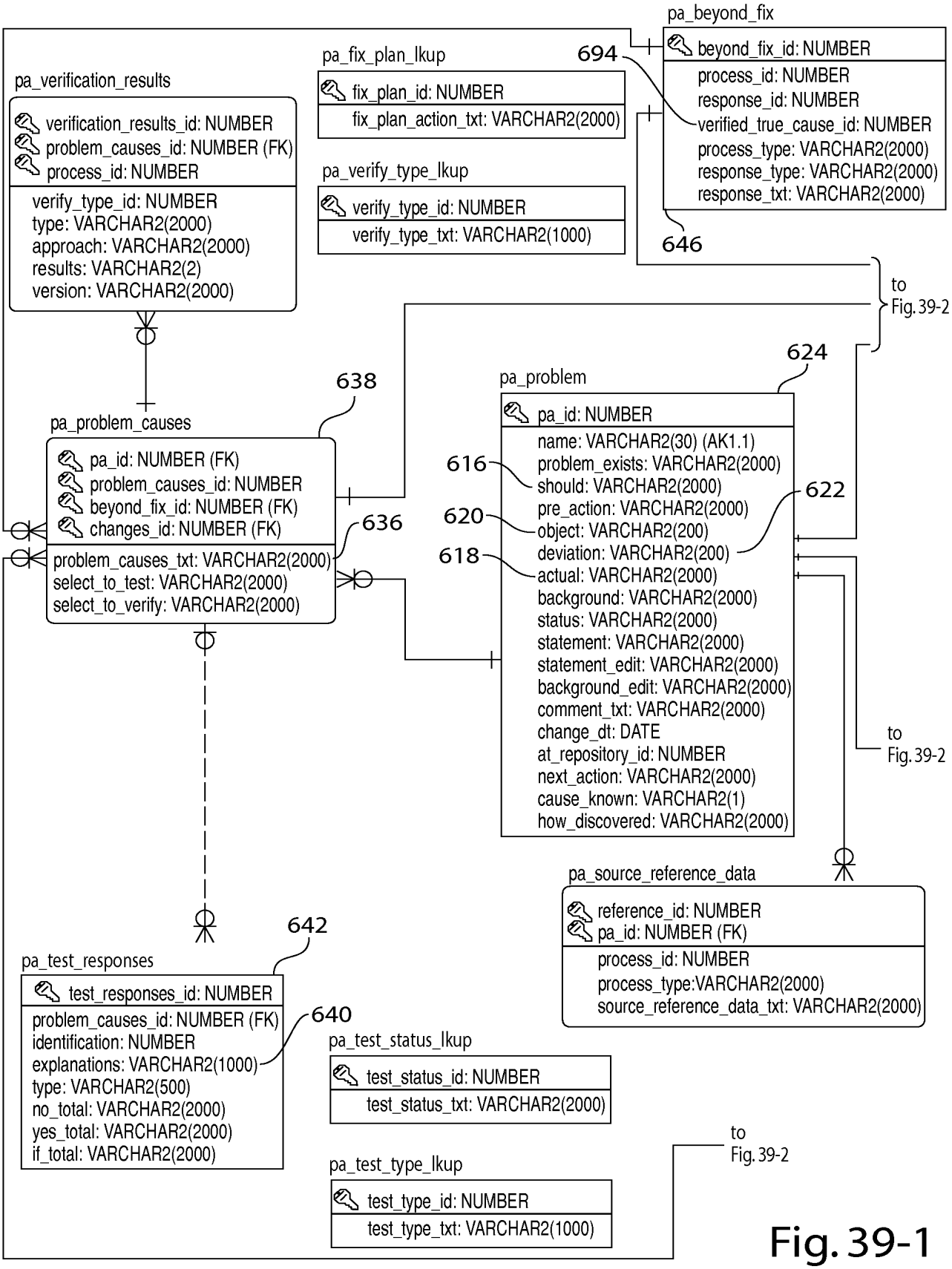

pa_beyond_fix
beyond_fix_id: NUMBER
process_id: NUMBER
response_id: NUMBER
verified_true_cause_id: NUMBER
process_type: VARCHAR2(2000)
response_type: VARCHAR2(2000)
response_txt: VARCHAR2(2000)
694
646
pa_fix_plan_lkup
fix_plan_id: NUMBER
fix_plan_action_txt: VARCHAR2(2000)
pa_verify_type_lkup
verify_type_id: NUMBER
verify_type_txt: VARCHAR2(1000)
pa_verification_results
verification_results_id: NUMBER
problem_causes_id: NUMBER (FK)
process_id: NUMBER
verify_type_id: NUMBER
type: VARCHAR2(2000)
approach: VARCHAR2(2000)
results: VARCHAR2(2)
version: VARCHAR2(2000)
to Fig. 39-2
624
pa_problem
638
pa_problem_causes
pa_id: NUMBER (FK)
problem_causes_id: NUMBER
beyond_fix_id: NUMBER (FK)
changes_id: NUMBER (FK)
problem_causes_txt: VARCHAR2(2000)
select_to_test: VARCHAR2(2000)
select_to_verify: VARCHAR2(2000)
636
pa_id: NUMBER
616
name: VARCHAR2(30) (AK1.1)
problem_exists: VARCHAR2(2000)
should: VARCHAR2(2000)
620
pre_action: VARCHAR2(2000)
object: VARCHAR2(200)
622
618
deviation: VARCHAR2(200)
actual: VARCHAR2(2000)
background: VARCHAR2(2000)
status: VARCHAR2(2000)
statement: VARCHAR2(2000)
statement_edit: VARCHAR2(2000)
background_edit: VARCHAR2(2000)
comment_txt: VARCHAR2(2000)
change_dt: DATE
at_repository_id: NUMBER
next_action: VARCHAR2(2000)
cause_known: VARCHAR2(1)
how_discovered: VARCHAR2(2000)
to Fig. 39-2
pa_source_reference_data
reference_id: NUMBER
pa_id: NUMBER (FK)
process_id: NUMBER
process_type:VARCHAR2(2000)
source_reference_data_txt: VARCHAR2(2000)
642
pa_test_responses
test_responses_id: NUMBER
problem_causes_id: NUMBER (FK)
identification: NUMBER
640
explanations: VARCHAR2(1000)
type: VARCHAR2(500)
no_total: VARCHAR2(2000)
yes_total: VARCHAR2(2000)
if_total: VARCHAR2(2000)
pa_test_status_lkup
test_status_id: NUMBER
test_status_txt: VARCHAR2(2000)
pa_test_type_lkup
test_type_id: NUMBER
test_type_txt: VARCHAR2(1000)
to Fig. 39-2

Fig. 39-1

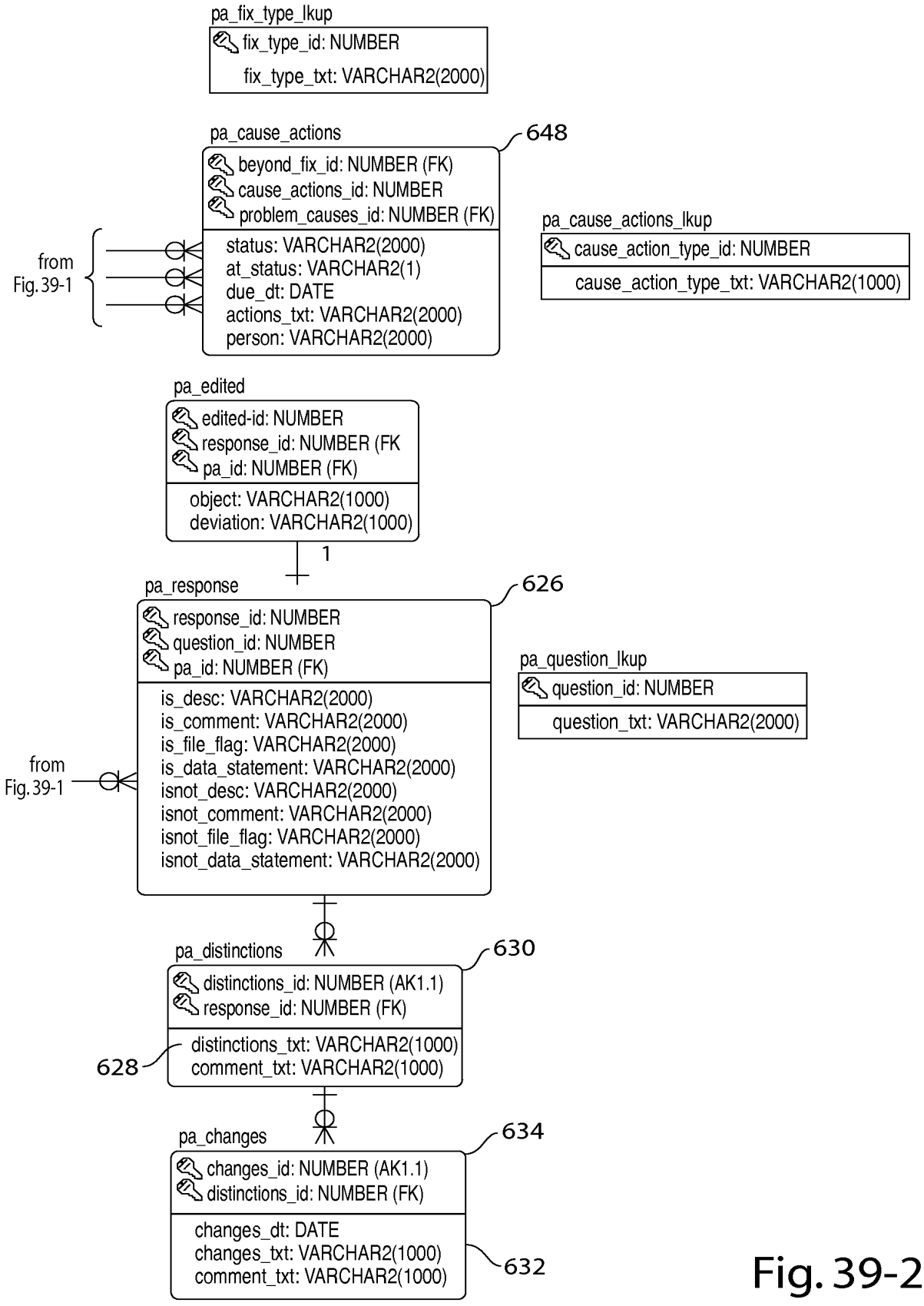

pa_fix_type_lkup
fix_type_id: NUMBER
fix_type_txt: VARCHAR2(2000)
pa_cause_actions
648
beyond_fix_id: NUMBER (FK)
cause_actions_id: NUMBER
problem_causes_id: NUMBER (FK)
status: VARCHAR2(2000)
at_status: VARCHAR2(1)
due_dt: DATE
actions_txt: VARCHAR2(2000)
person: VARCHAR2(2000)
from Fig. 39-1
pa_cause_actions_lkup
cause_action_type_id: NUMBER
cause_action_type_txt: VARCHAR2(1000)
pa_edited
edited-id: NUMBER
response_id: NUMBER (FK
pa_id: NUMBER (FK)
object: VARCHAR2(1000)
deviation: VARCHAR2(1000)
1
pa_response
626
response_id: NUMBER
question_id: NUMBER
pa_id: NUMBER (FK)
is_desc: VARCHAR2(2000)
is_comment: VARCHAR2(2000)
is_file_flag: VARCHAR2(2000)
is_data_statement: VARCHAR2(2000)
isnot_desc: VARCHAR2(2000)
isnot_comment: VARCHAR2(2000)
isnot_file_flag: VARCHAR2(2000)
isnot_data_statement: VARCHAR2(2000)
pa_question_lkup
question_id: NUMBER
question_txt: VARCHAR2(2000)
from Fig. 39-1
pa_distinctions
630
distinctions_id: NUMBER (AK1.1)
response_id: NUMBER (FK)
628
distinctions_txt: VARCHAR2(1000)
comment_txt: VARCHAR2(1000)
pa_changes
634
changes_id: NUMBER (AK1.1)
distinctions_id: NUMBER (FK)
changes_dt: DATE
changes_txt: VARCHAR2(1000)
comment_txt: VARCHAR2(1000)
632

Fig. 39-2

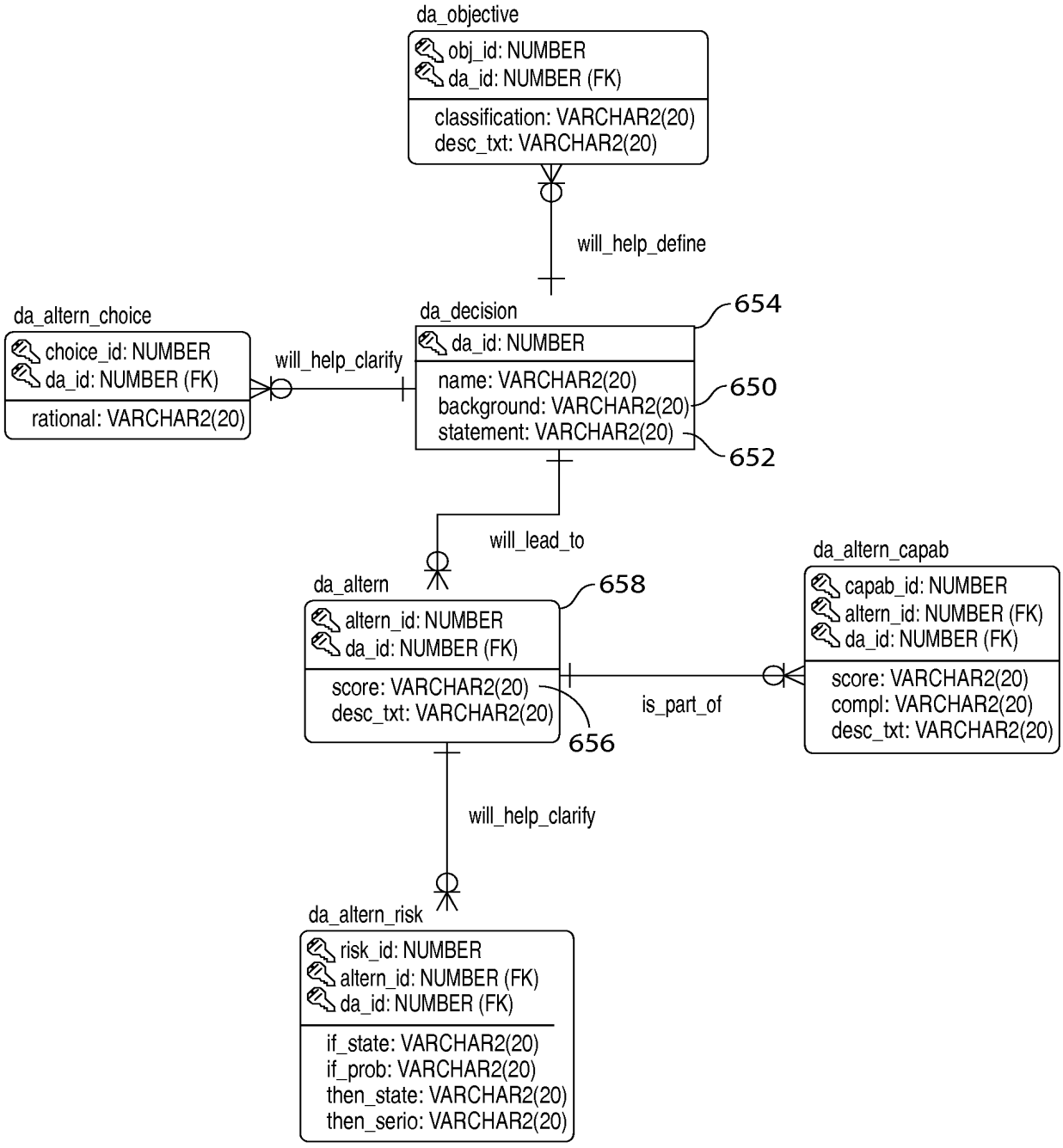

da_objective
obj_id: NUMBER
da_id: NUMBER (FK)
classification: VARCHAR2(20)
desc_txt: VARCHAR2(20)
will_help_define
da_altern_choice
choice_id: NUMBER
da_id: NUMBER (FK)
rational: VARCHAR2(20)
will_help_clarify
da_decision
654
da_id: NUMBER
name: VARCHAR2(20)
background: VARCHAR2(20)
650
statement: VARCHAR2(20)
652
will_lead_to
da_altern
658
altern_id: NUMBER
da_id: NUMBER (FK)
score: VARCHAR2(20)
desc_txt: VARCHAR2(20)
656
is_part_of
da_altern_capab
capab_id: NUMBER
altern_id: NUMBER (FK)
da_id: NUMBER (FK)
score: VARCHAR2(20)
compl: VARCHAR2(20)
desc_txt: VARCHAR2(20)
will_help_clarify
da_altern_risk
risk_id: NUMBER
altern_id: NUMBER (FK)
da_id: NUMBER (FK)
if_state: VARCHAR2(20)
if_prob: VARCHAR2(20)
then_state: VARCHAR2(20)
then_serio: VARCHAR2(20)

Fig. 40

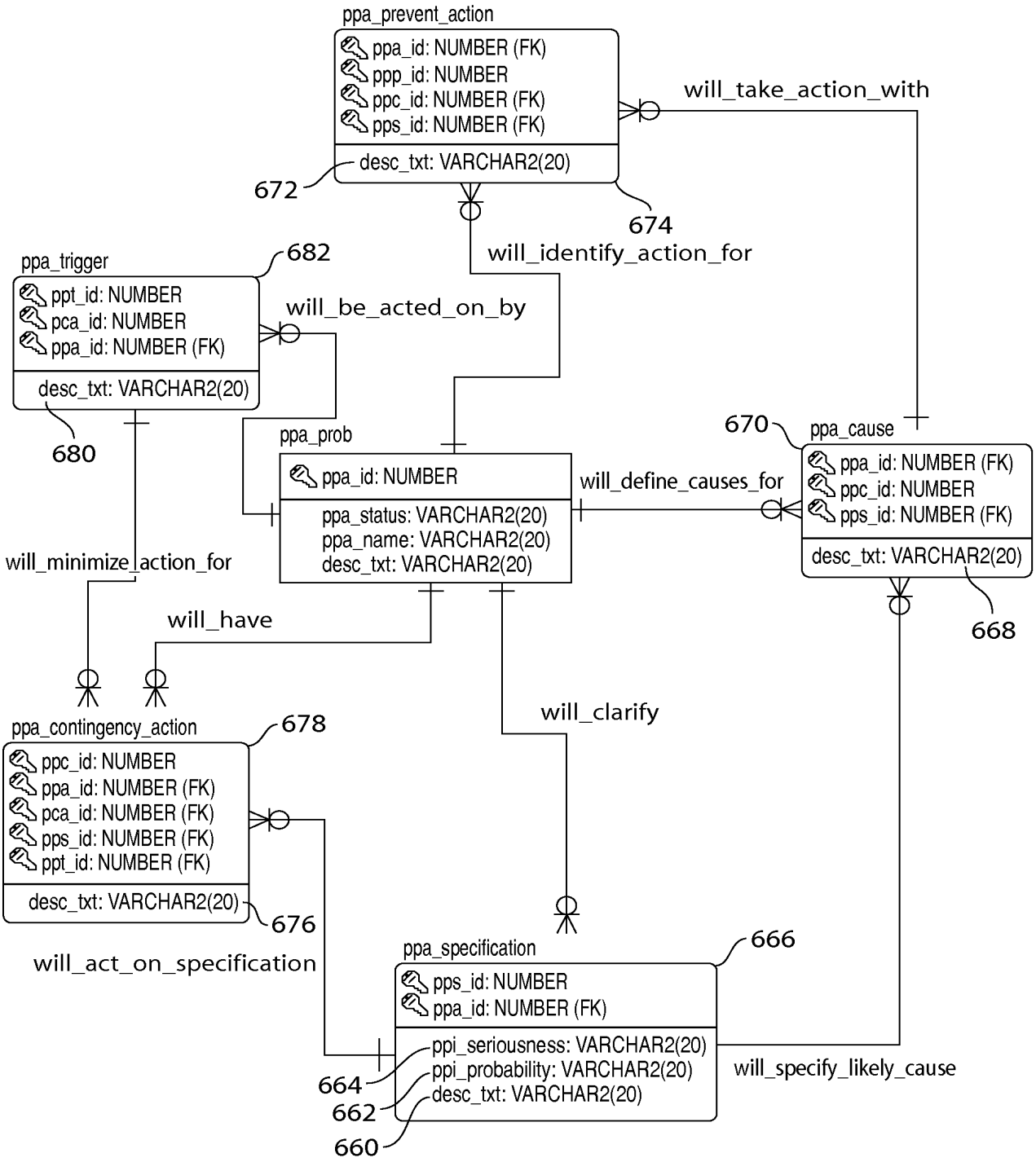

ppa_prevent_action
ppa_id: NUMBER (FK)
ppp_id: NUMBER
ppc_id: NUMBER (FK)
pps_id: NUMBER (FK)
desc_txt: VARCHAR2(20)
672
674
will_take_action_with
will_identify_action_for
ppa_trigger
682
ppt_id: NUMBER
pca_id: NUMBER
ppa_id: NUMBER (FK)
desc_txt: VARCHAR2(20)
680
will_be_acted_on_by
ppa_prob
ppa_id: NUMBER
ppa_status: VARCHAR2(20)
ppa_name: VARCHAR2(20)
desc_txt: VARCHAR2(20)
will_define_causes_for
670
ppa_cause
ppa_id: NUMBER (FK)
ppc_id: NUMBER
pps_id: NUMBER (FK)
desc_txt: VARCHAR2(20)
668
will_minimize_action_for
will_have
will_clarify
ppa_contingency_action
678
ppc_id: NUMBER
ppa_id: NUMBER (FK)
pca_id: NUMBER (FK)
pps_id: NUMBER (FK)
ppt_id: NUMBER (FK)
desc_txt: VARCHAR2(20)
676
will_act_on_specification
ppa_specification
666
pps_id: NUMBER
ppa_id: NUMBER (FK)
ppi_seriousness: VARCHAR2(20)
ppi_probability: VARCHAR2(20)
desc_txt: VARCHAR2(20)
664
662
660
will_specify_likely_cause

Fig. 41

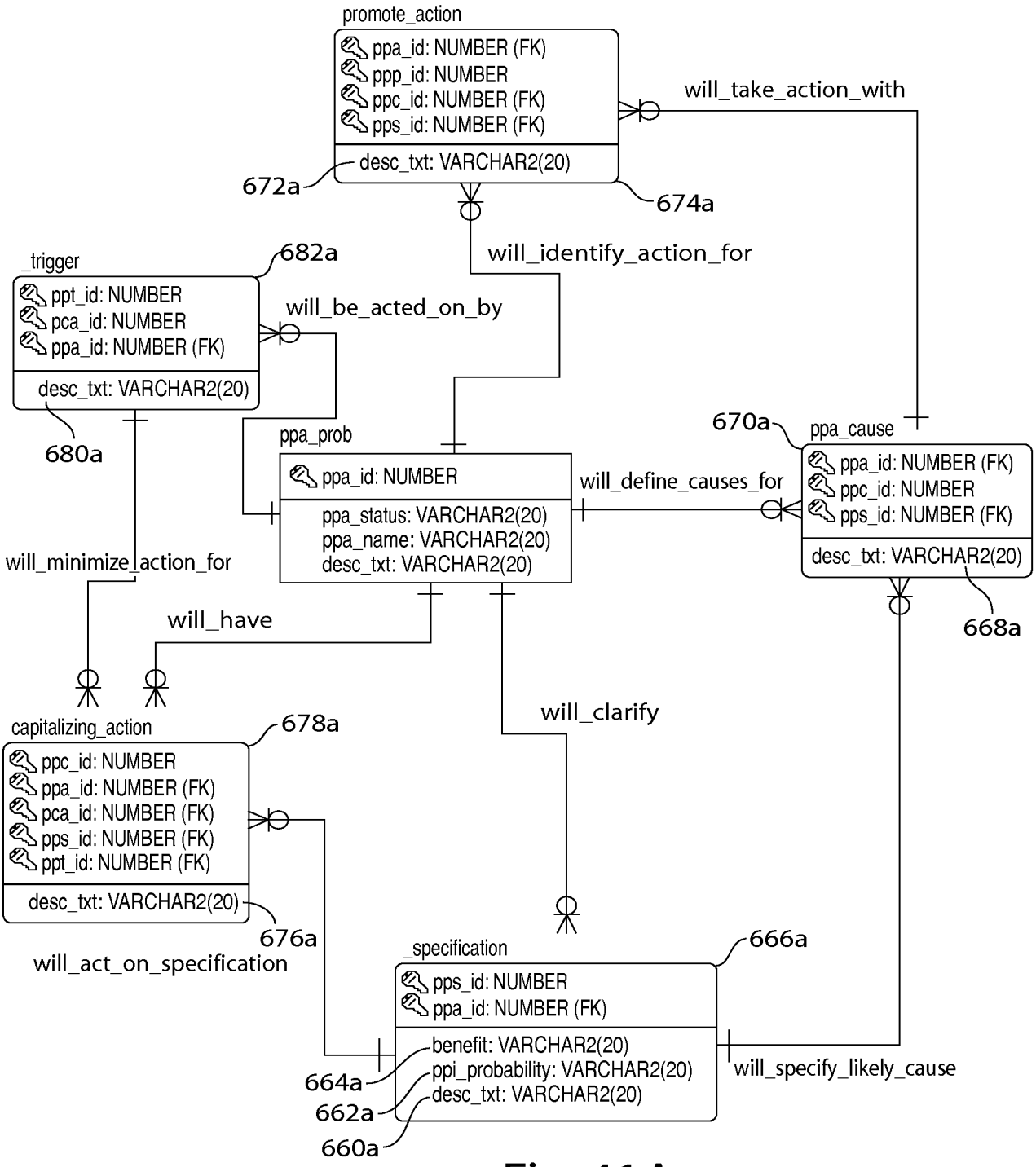

promote_action
ppa_id: NUMBER (FK)
ppp_id: NUMBER
ppc_id: NUMBER (FK)
pps_id: NUMBER (FK)
desc_txt: VARCHAR2(20)
672a
674a
will_take_action_with
will_identify_action_for
_trigger
682a
ppt_id: NUMBER
pca_id: NUMBER
ppa_id: NUMBER (FK)
desc_txt: VARCHAR2(20)
680a
will_be_acted_on_by
ppa_prob
ppa_id: NUMBER
ppa_status: VARCHAR2(20)
ppa_name: VARCHAR2(20)
desc_txt: VARCHAR2(20)
will_define_causes_for
670a
ppa_cause
ppa_id: NUMBER (FK)
ppc_id: NUMBER
pps_id: NUMBER (FK)
desc_txt: VARCHAR2(20)
668a
will_minimize_action_for
will_have
will_clarify
capitalizing_action
678a
ppc_id: NUMBER
ppa_id: NUMBER (FK)
pca_id: NUMBER (FK)
pps_id: NUMBER (FK)
ppt_id: NUMBER (FK)
desc_txt: VARCHAR2(20)
676a
will_act_on_specification
_specification
666a
pps_id: NUMBER
ppa_id: NUMBER (FK)
benefit: VARCHAR2(20)
ppi_probability: VARCHAR2(20)
desc_txt: VARCHAR2(20)
664a
662a
660a
will_specify_likely_cause

Fig. 41A

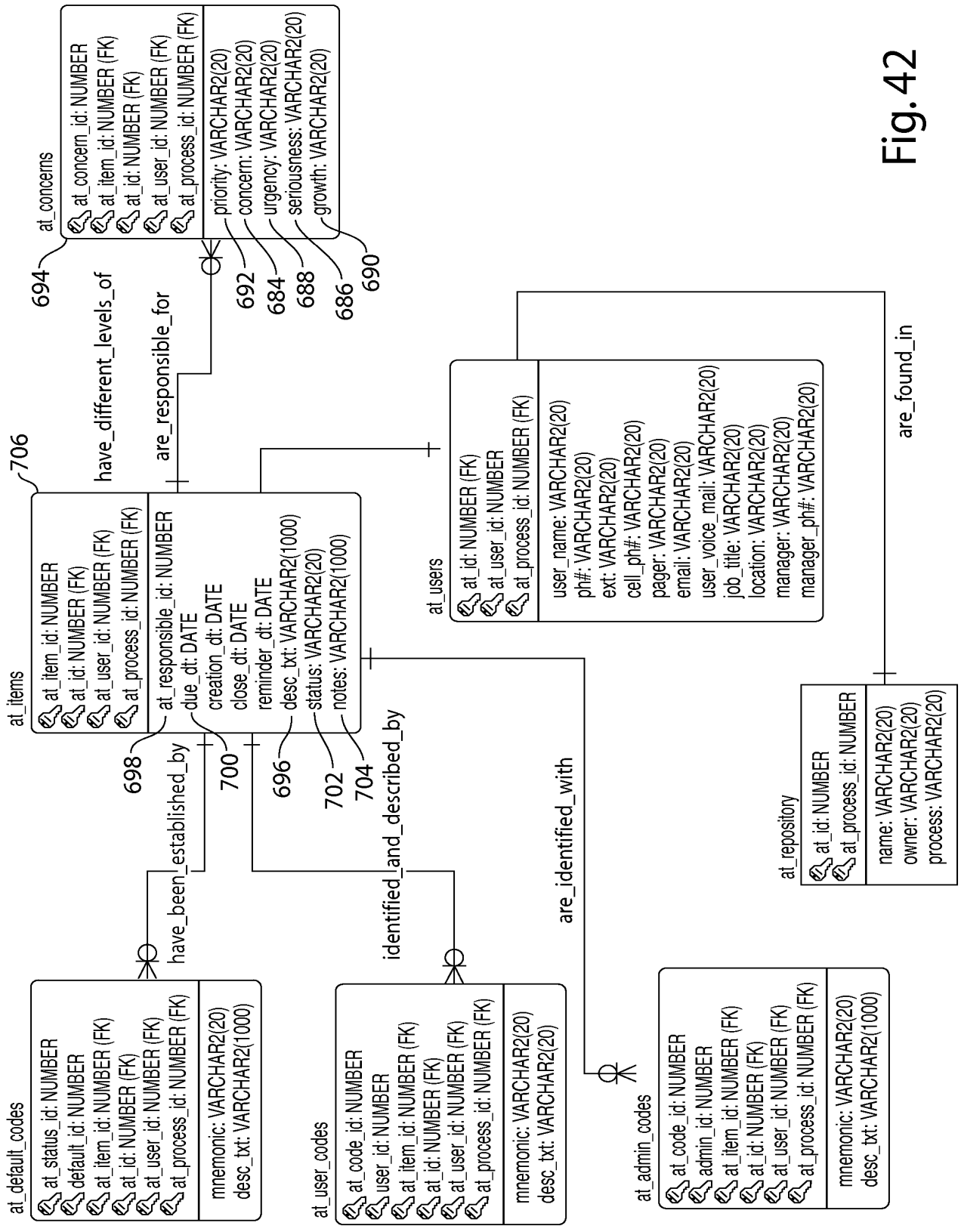

at_concerns
at_concern_id: NUMBER
at_item_id: NUMBER (FK)
at_id: NUMBER (FK)
at_user_id: NUMBER (FK)
at_process_id: NUMBER (FK)
priority: VARCHAR2(20)
concern: VARCHAR2(20)
urgency: VARCHAR2(20)
seriousness: VARCHAR2(20)
growth: VARCHAR2(20)
694
692
684
688
686
690
have_different_levels_of
are_responsible_for
706
at_items
at_item_id: NUMBER
at_id: NUMBER (FK)
at_user_id: NUMBER (FK)
at_process_id: NUMBER (FK)
at_responsible_id: NUMBER
due_dt: DATE
creation_dt: DATE
close_dt: DATE
reminder_dt: DATE
desc_txt: VARCHAR2(1000)
status: VARCHAR2(20)
notes: VARCHAR2(1000)
698
700
696
702
704
at_users
at_id: NUMBER (FK)
at_user_id: NUMBER
at_process_id: NUMBER (FK)
user_name: VARCHAR2(20)
ph#: VARCHAR2(20)
ext: VARCHAR2(20)
cell_ph#: VARCHAR2(20)
pager: VARCHAR2(20)
email: VARCHAR2(20)
user_voice_mail: VARCHAR2(20)
job_title: VARCHAR2(20)
location: VARCHAR2(20)
manager: VARCHAR2(20)
manager_ph#: VARCHAR2(20)
are_found_in
at_repository
at_id: NUMBER
at_process_id: NUMBER
name: VARCHAR2(20)
owner: VARCHAR2(20)
process: VARCHAR2(20)
have_been_established_by
identified_and_described_by
are_identified_with
at_default_codes
at_status_id: NUMBER
default_id: NUMBER
at_item_id: NUMBER (FK)
at_id: NUMBER (FK)
at_user_id: NUMBER (FK)
at_process_id: NUMBER (FK)
mnemonic: VARCHAR2(20)
desc_txt: VARCHAR2(1000)
at_user_codes
at_code_id: NUMBER
user_id: NUMBER
at_item_id: NUMBER (FK)
at_id: NUMBER (FK)
at_user_id: NUMBER (FK)
at_process_id: NUMBER (FK)
mnemonic: VARCHAR2(20)
desc_txt: VARCHAR2(20)
at_admin_codes
at_code_id: NUMBER
admin_id: NUMBER
at_item_id: NUMBER (FK)
at_id: NUMBER (FK)
at_user_id: NUMBER (FK)
at_process_id: NUMBER (FK)
mnemonic: VARCHAR2(20)
desc_txt: VARCHAR2(1000)

Fig. 42

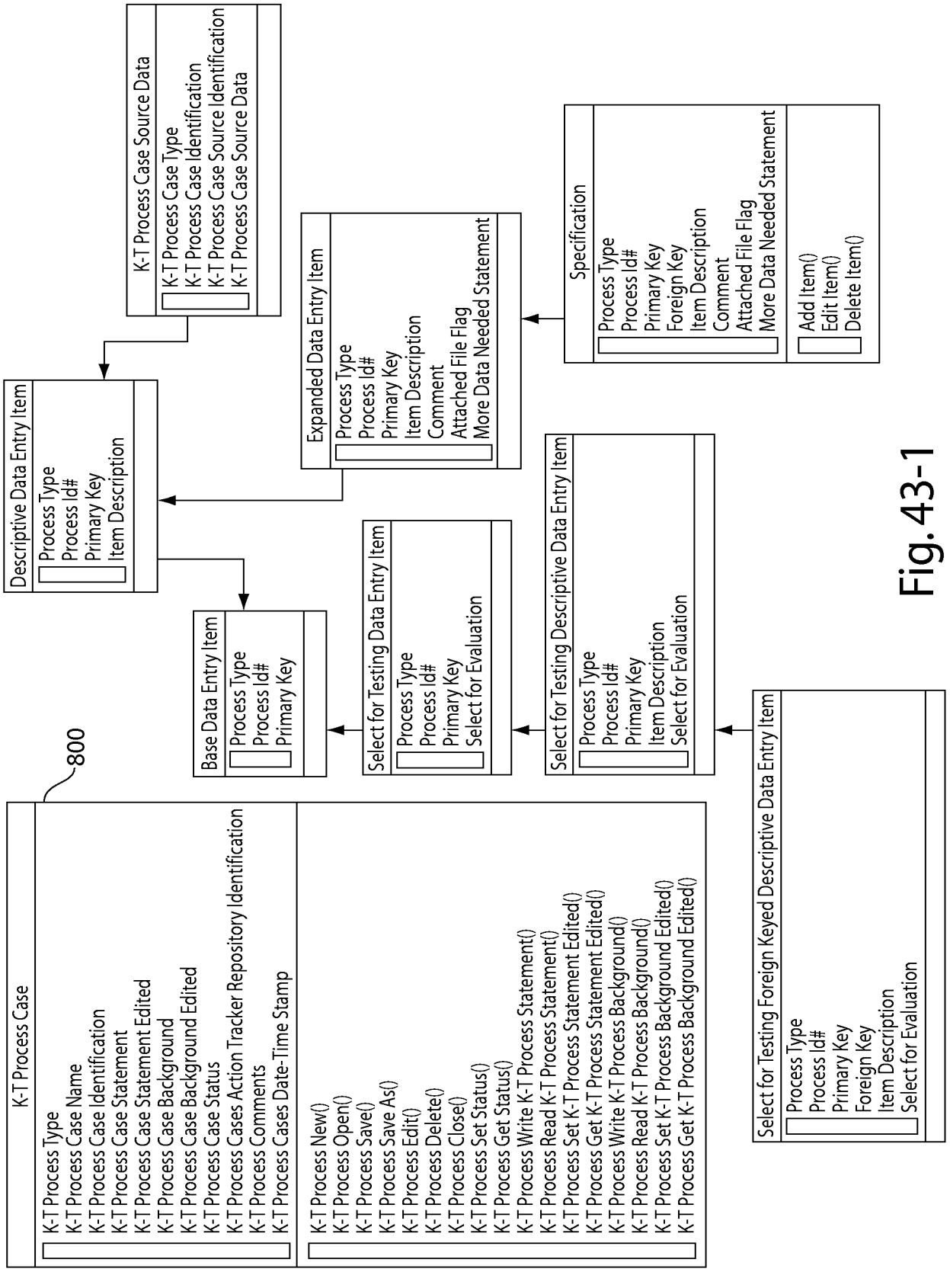

800
K-T Process Case
K-T Process Type
K-T Process Case Name
K-T Process Case Identification
K-T Process Case Statement
K-T Process Case Statement Edited
K-T Process Case Background
K-T Process Case Background Edited
K-T Process Case Status
K-T Process Cases Action Tracker Repository Identification
K-T Process Comments
K-T Process Cases Date-Time Stamp
K-T Process New()
K-T Process Open()
K-T Process Save()
K-T Process Save As()
K-T Process Edit()
K-T Process Delete()
K-T Process Close()
K-T Process Set Status()
K-T Process Get Status()
K-T Process Write K-T Process Statement()
K-T Process Read K-T Process Statement()
K-T Process Set K-T Process Statement Edited()
K-T Process Get K-T Process Statement Edited()
K-T Process Write K-T Process Background()
K-T Process Read K-T Process Background()
K-T Process Set K-T Process Background Edited()
K-T Process Get K-T Process Background Edited()
Descriptive Data Entry Item
Process Type
Process Id#
Primary Key
Item Description
K-T Process Case Source Data
K-T Process Case Type
K-T Process Case Identification
K-T Process Case Source Identification
K-T Process Case Source Data
Base Data Entry Item
Process Type
Process Id#
Primary Key
Expanded Data Entry Item
Process Type
Process Id#
Primary Key
Item Description
Comment
Attached File Flag
More Data Needed Statement
Specification
Process Type
Process Id#
Primary Key
Foreign Key
Item Description
Comment
Attached File Flag
More Data Needed Statement
Add Item()
Edit Item()
Delete Item()
Select for Testing Data Entry Item
Process Type
Process Id#
Primary Key
Select for Evaluation
Select for Testing Descriptive Data Entry Item
Process Type
Process Id#
Primary Key
Item Description
Select for Evaluation
Select for Testing Foreign Keyed Descriptive Data Entry Item
Process Type
Process Id#
Primary Key
Foreign Key
Item Description
Select for Evaluation

Fig. 43-1

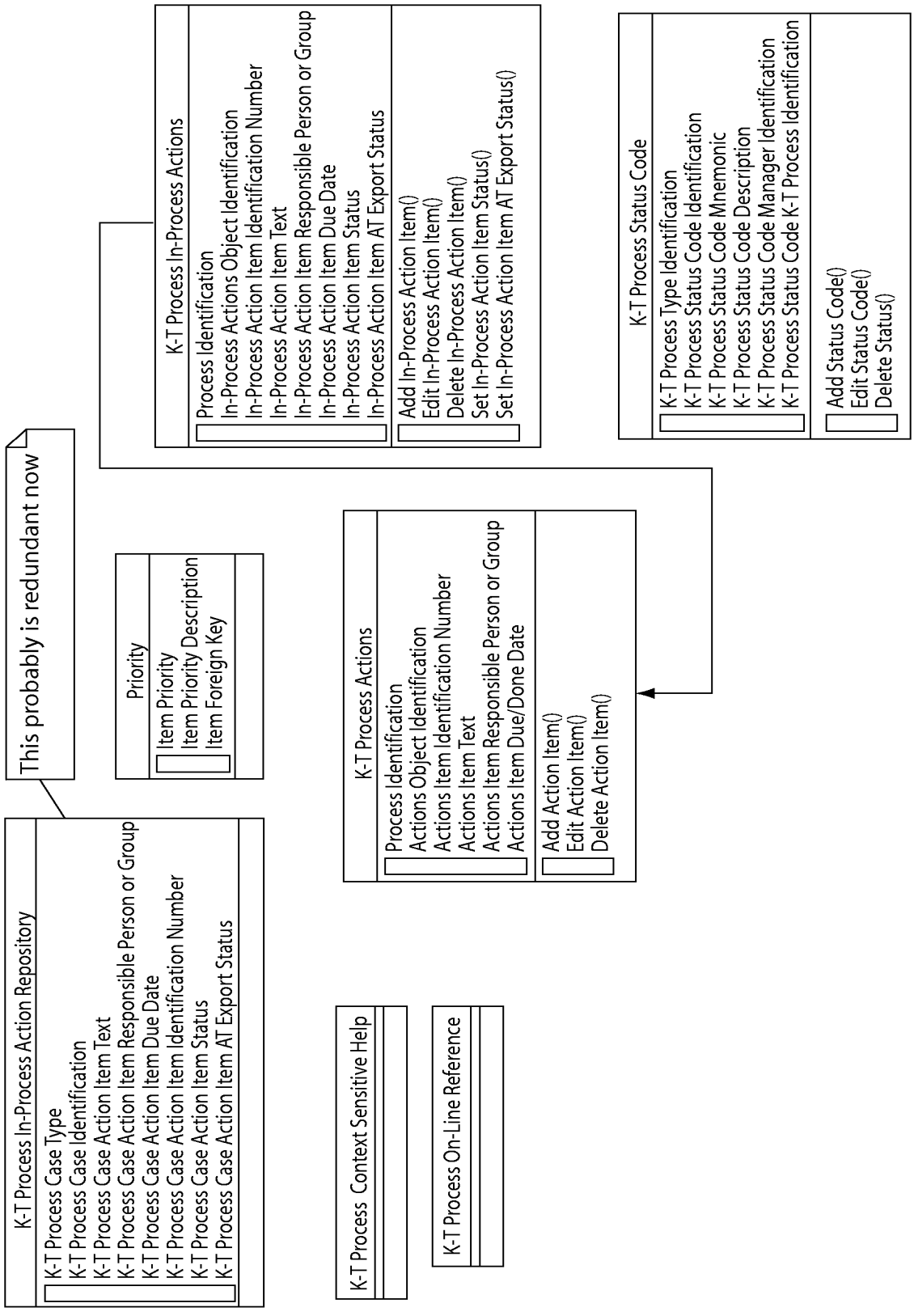

K-T Process In-Process Action Repository
K-T Process Case Type
K-T Process Case Identification
K-T Process Case Action Item Text
K-T Process Case Action Item Responsible Person or Group
K-T Process Case Action Item Due Date
K-T Process Case Action Item Identification Number
K-T Process Case Action Item Status
K-T Process Case Action Item AT Export Status
This probably is redundant now
Priority
Item Priority
Item Priority Description
Item Foreign Key
K-T Process Actions
Process Identification
Actions Object Identification
Actions Item Identification Number
Actions Item Text
Actions Item Responsible Person or Group
Actions Item Due/Done Date
Add Action Item()
Edit Action Item()
Delete Action Item()
K-T Process In-Process Actions
Process Identification
In-Process Actions Object Identification
In-Process Action Item Identification Number
In-Process Action Item Text
In-Process Action Item Responsible Person or Group
In-Process Action Item Due Date
In-Process Action Item Status
In-Process Action Item AT Export Status
Add In-Process Action Item()
Edit In-Process Action Item()
Delete In-Process Action Item()
Set In-Process Action Item Status()
Set In-Process Action Item AT Export Status()
K-T Process Status Code
K-T Process Type Identification
K-T Process Status Code Identification
K-T Process Status Code Mnemonic
K-T Process Status Code Description
K-T Process Status Code Manager Identification
K-T Process Status Code K-T Process Identification
Add Status Code()
Edit Status Code()
Delete Status()
K-T Process Context Sensitive Help
K-T Process On-Line Reference

Fig. 43-2

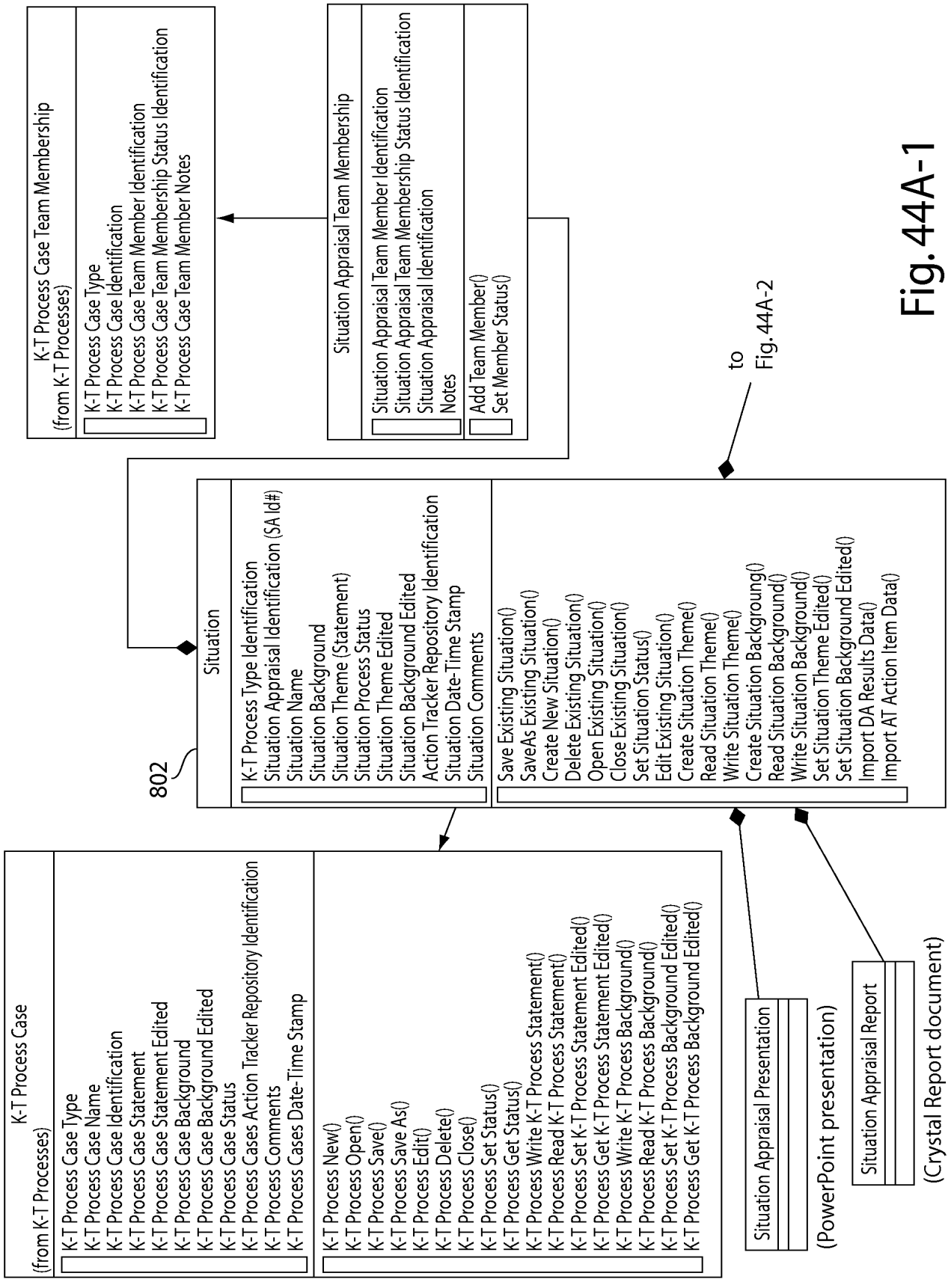

K-T Process Case Team Membership
(from K-T Processes)
K-T Process Case Type
K-T Process Case Identification
K-T Process Case Team Member Identification
K-T Process Case Team Membership Status Identification
K-T Process Case Team Member Notes
Situation Appraisal Team Membership
Situation Appraisal Team Member Identification
Situation Appraisal Team Membership Status Identification
Situation Appraisal Identification
Notes
Add Team Member()
Set Member Status()
802
Situation
K-T Process Type Identification
Situation Appraisal Identification (SA Id#)
Situation Name
Situation Background
Situation Theme (Statement)
Situation Process Status
Situation Theme Edited
Situation Background Edited
Action Tracker Repository Identification
Situation Date-Time Stamp
Situation Comments
Save Existing Situation()
SaveAs Existing Situation()
Create New Situation()
Delete Existing Situation()
Open Existing Situation()
Close Existing Situation()
Set Situation Status()
Edit Existing Situation()
Create Situation Theme()
Read Situation Theme()
Write Situation Theme()
Create Situation Background()
Read Situation Background()
Write Situation Background()
Set Situation Theme Edited()
Set Situation Background Edited()
Import DA Results Data()
Import AT Action Item Data()
to
Fig. 44A-2
K-T Process Case
(from K-T Processes)
K-T Process Case Type
K-T Process Case Name
K-T Process Case Identification
K-T Process Case Statement
K-T Process Case Statement Edited
K-T Process Case Background
K-T Process Case Background Edited
K-T Process Case Status
K-T Process Cases Action Tracker Repository Identification
K-T Process Comments
K-T Process Cases Date-Time Stamp
K-T Process New()
K-T Process Open()
K-T Process Save()
K-T Process Save As()
K-T Process Edit()
K-T Process Delete()
K-T Process Close()
K-T Process Set Status()
K-T Process Get Status()
K-T Process Write K-T Process Statement()
K-T Process Read K-T Process Statement()
K-T Process Set K-T Process Statement Edited()
K-T Process Get K-T Process Statement Edited()
K-T Process Write K-T Process Background()
K-T Process Read K-T Process Background()
K-T Process Set K-T Process Background Edited()
K-T Process Get K-T Process Background Edited()
Situation Appraisal Presentation
(PowerPoint presentation)
Situation Appraisal Report
(Crystal Report document)

Fig. 44A-1

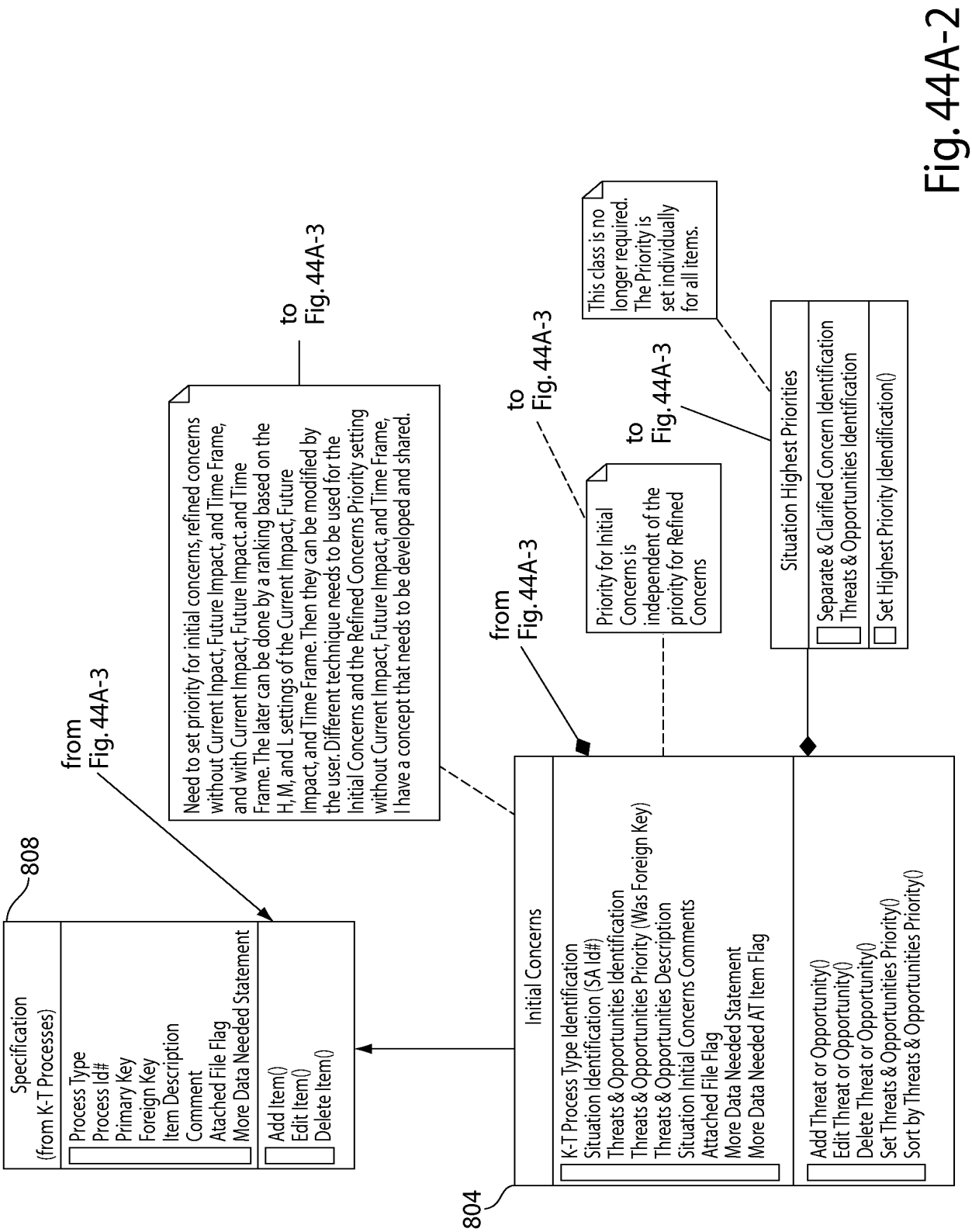

Specification
(from K-T Processes)
Process Type
Process Id#
Primary Key
Foreign Key
Item Description
Comment
Atached File Flag
More Data Needed Statement
Add Item()
Edit Item()
Delete Item()
808
from
Fig. 44A-3
Need to set priority for initial concerns, refined concerns without Current Inpact, Future Impact, and Time Frame, and with Current Impact, Future Impact. and Time Frame. The later can be done by a ranking based on the H, M, and L settings of the Current Impact, Future Impact, and Time Frame. Then they can be modified by the user. Different technique needs to be used for the Initial Concerns and the Refined Concerns Priority setting without Current Impact, Future Impact, and Time Frame, I have a concept that needs to be developed and shared.
to
Fig. 44A-3
Initial Concerns
K-T Process Type Identification
Situation Identification (SA Id#)
Threats & Opportunities Identification
Threats & Opportunities Priority (Was Foreign Key)
Threats & Opportunities Description
Situation Initial Concerns Comments
Attached File Flag
More Data Needed Statement
More Data Needed AT Item Flag
Add Threat or Opportunity()
Edit Threat or Opportunity()
Delete Threat or Opportunity()
Set Threats & Opportunities Priority()
Sort by Threats & Opportunities Priority()
804
from
Fig. 44A-3
Priority for Initial Concerns is independent of the priority for Refined Concerns
to
Fig. 44A-3
Situation Highest Priorities
Separate & Clarified Concern Identification
Threats & Opportunities Identification
Set Highest Priority Idendification()
This class is no longer required. The Priority is set individually for all items.

Fig. 44A-2

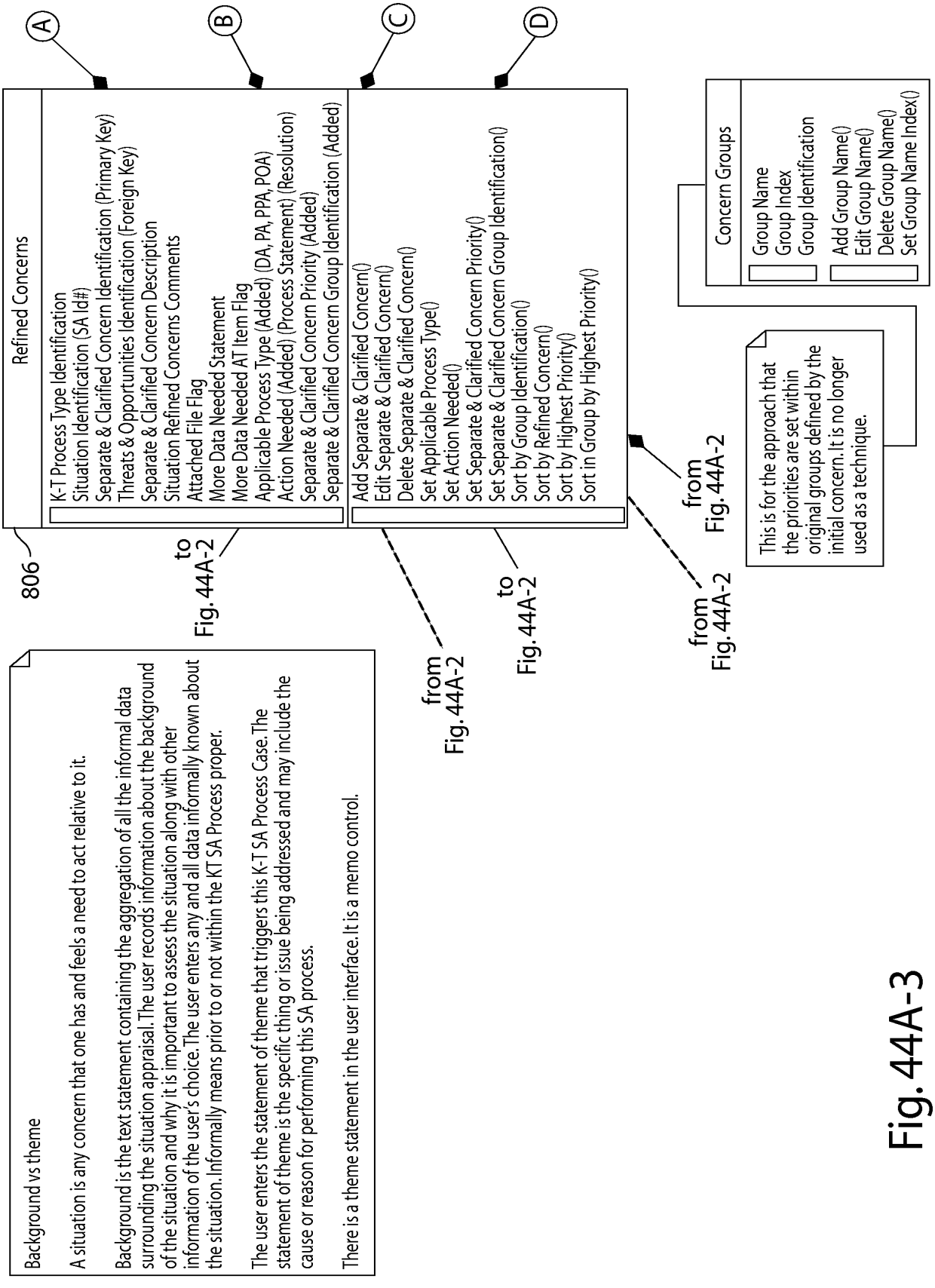

A
B
C
D
Refined Concerns
K-T Process Type Identification
Situation Identification (SA Id#)
Separate & Clarified Concern Identification (Primary Key)
Threats & Opportunities Identification (Foreign Key)
Separate & Clarified Concern Description
Situation Refined Concerns Comments
Attached File Flag
More Data Needed Statement
More Data Needed AT Item Flag
Applicable Process Type (Added) (DA, PA, PPA, POA)
Action Needed (Added) (Process Statement) (Resolution)
Separate & Clarified Concern Priority (Added)
Separate & Clarified Concern Group Identification (Added)
Add Separate & Clarified Concern()
Edit Separate & Clarified Concern()
Delete Separate & Clarified Concern()
Set Applicable Process Type()
Set Action Needed()
Set Separate & Clarified Concern Priority()
Set Separate & Clarified Concern Group Identification()
Sort by Group Identification()
Sort by Refined Concern()
Sort by Highest Priority()
Sort in Group by Highest Priority()
806
to Fig. 44A-2
from Fig. 44A-2
to Fig. 44A-2
from Fig. 44A-2
from Fig. 44A-2
Concern Groups
Group Name
Group Index
Group Identification
Add Group Name()
Edit Group Name()
Delete Group Name()
Set Group Name Index()
This is for the approach that the priorities are set within original groups defined by the initial concern. It is no longer used as a technique.
Background vs theme
A situation is any concern that one has and feels a need to act relative to it.
Background is the text statement containing the aggregation of all the informal data surrounding the situation appraisal. The user records information about the background of the situation and why it is important to assess the situation along with other information of the user's choice. The user enters any and all data informally known about the situation. Informally means prior to or not within the KT SA Process proper.
The user enters the statement of theme that triggers this K-T SA Process Case. The statement of theme is the specific thing or issue being addressed and may include the cause or reason for performing this SA process.
There is a theme statement in the user interface. It is a memo control.

Fig. 44A-3

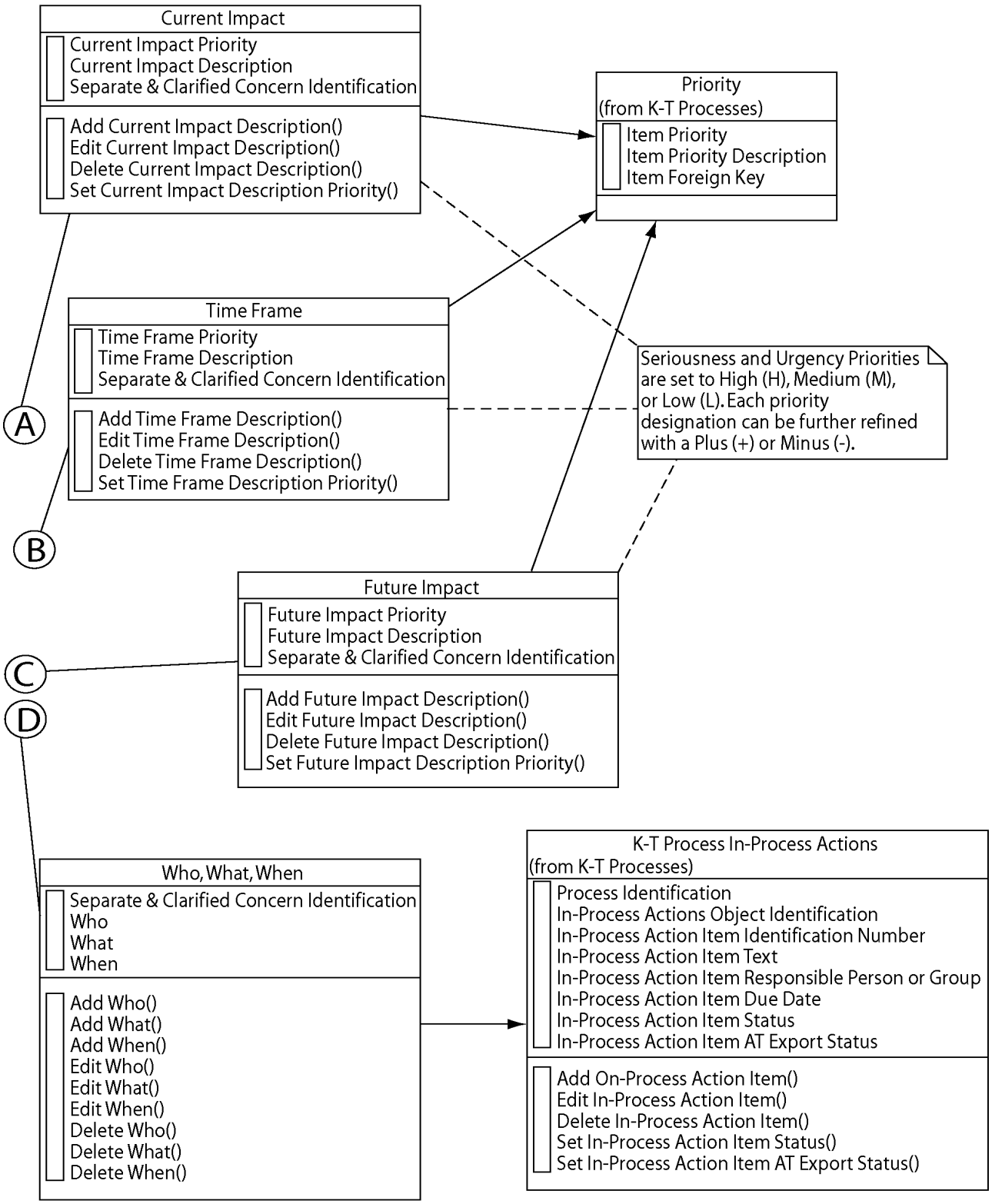

Current Impact
Current Impact Priority
Current Impact Description
Separate & Clarified Concern Identification
Add Current Impact Description()
Edit Current Impact Description()
Delete Current Impact Description()
Set Current Impact Description Priority()
Priority
(from K-T Processes)
Item Priority
Item Priority Description
Item Foreign Key
Time Frame
Time Frame Priority
Time Frame Description
Separate & Clarified Concern Identification
Add Time Frame Description()
Edit Time Frame Description()
Delete Time Frame Description()
Set Time Frame Description Priority()
Seriousness and Urgency Priorities are set to High (H), Medium (M), or Low (L). Each priority designation can be further refined with a Plus (+) or Minus (-).
A
B
Future Impact
Future Impact Priority
Future Impact Description
Separate & Clarified Concern Identification
Add Future Impact Description()
Edit Future Impact Description()
Delete Future Impact Description()
Set Future Impact Description Priority()
C
D
Who, What, When
Separate & Clarified Concern Identification
Who
What
When
Add Who()
Add What()
Add When()
Edit Who()
Edit What()
Edit When()
Delete Who()
Delete What()
Delete When()
K-T Process In-Process Actions
(from K-T Processes)
Process Identification
In-Process Actions Object Identification
In-Process Action Item Identification Number
In-Process Action Item Text
In-Process Action Item Responsible Person or Group
In-Process Action Item Due Date
In-Process Action Item Status
In-Process Action Item AT Export Status
Add On-Process Action Item()
Edit In-Process Action Item()
Delete In-Process Action Item()
Set In-Process Action Item Status()
Set In-Process Action Item AT Export Status()

Fig. 44B-1

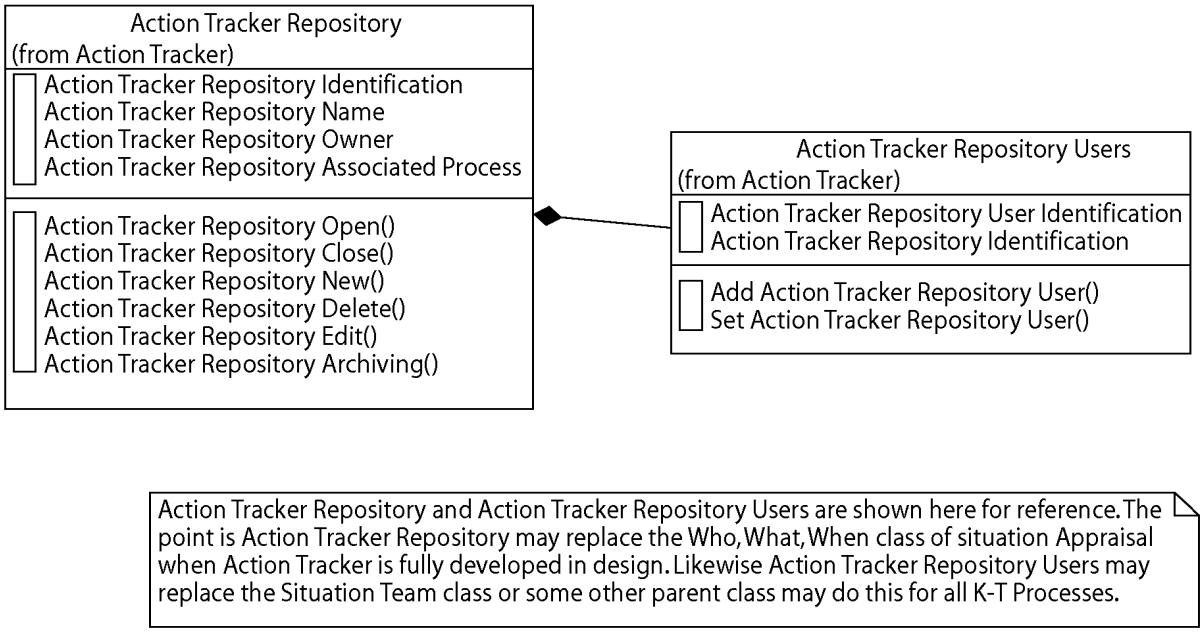
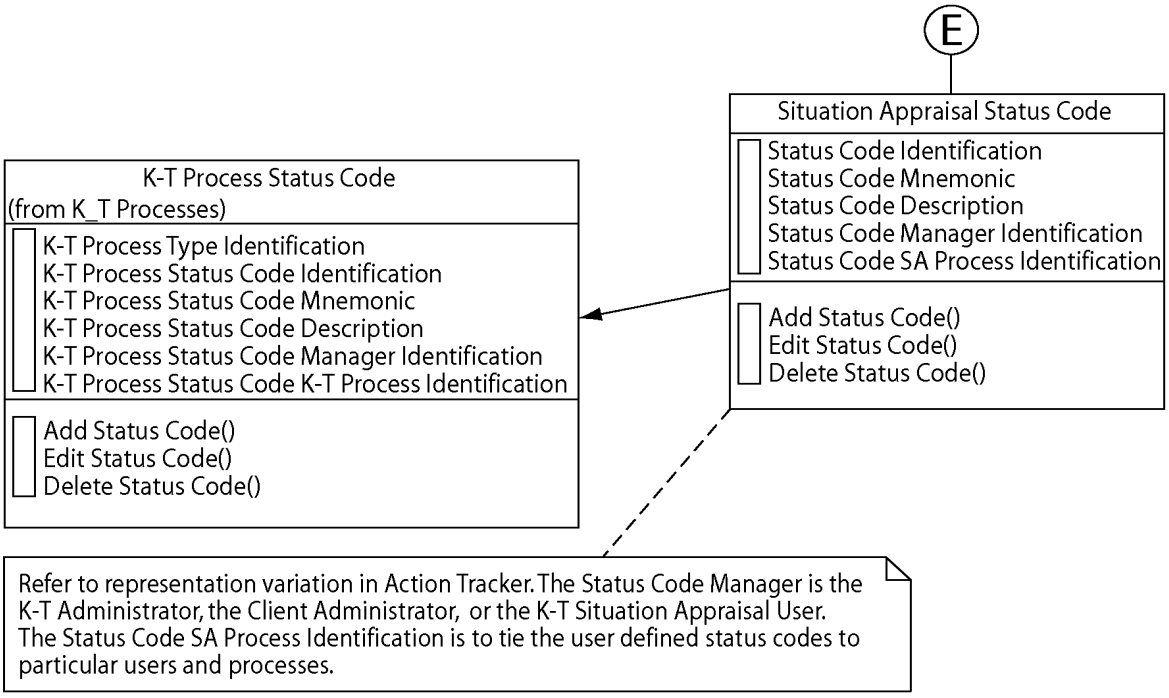

Action Tracker Repository
(from Action Tracker)
Action Tracker Repository Identification
Action Tracker Repository Name
Action Tracker Repository Owner
Action Tracker Repository Associated Process
Action Tracker Repository Open()
Action Tracker Repository Close()
Action Tracker Repository New()
Action Tracker Repository Delete()
Action Tracker Repository Edit()
Action Tracker Repository Archiving()
Action Tracker Repository Users
(from Action Tracker)
Action Tracker Repository User Identification
Action Tracker Repository Identification
Add Action Tracker Repository User()
Set Action Tracker Repository User()
Action Tracker Repository and Action Tracker Repository Users are shown here for reference. The point is Action Tracker Repository may replace the Who, What, When class of situation Appraisal when Action Tracker is fully developed in design. Likewise Action Tracker Repository Users may replace the Situation Team class or some other parent class may do this for all K-T Processes.

Fig. 44B-2



Establish priority:
Select a concern that seems to be the highest priority.
Select another and place it above or below the first concern in priority.
Select a third and place it relative to the first two concerns. Use drag and drop graphically.
Select additional concerns sequentially and place as above.
Select those that represent the group classified as H for High Priority and designate as such.
Select from the remainder those that represent the Group classified as M for Medium Priority and designate as such.
The remainder are classified as L for Low Priority and are designated as such.

Karl,

As a follow up to our discussion I want to confirm that we do need some type of ordering control in the SA grid on the initial "list concerns" screens. We may also want to allow this on the "separate and clarify" grid; however, in this case, the user could still only order the parent cells (with the children following the parents). they could not order children cells individually.

I can see where this functionality could be useful any time we have a single-column grid, such as in DA (list Objectives and List Alternatives) and PPA/POA (list Potential Problems/Opportunities).

Nikki

Fig. 44C

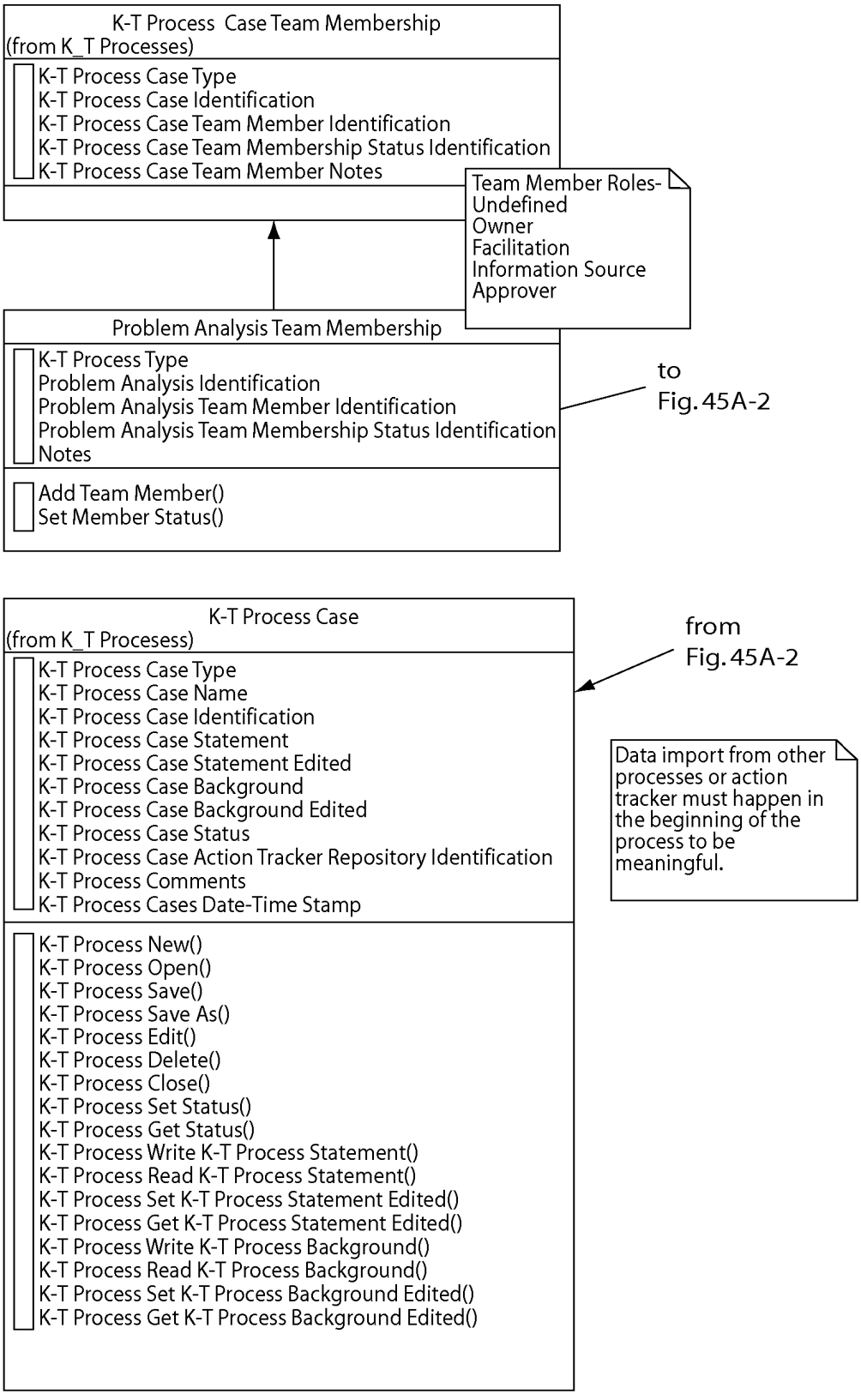

K-T Process Case Team Membership
(from K_T Processes)
K-T Process Case Type
K-T Process Case Identification
K-T Process Case Team Member Identification
K-T Process Case Team Membership Status Identification
K-T Process Case Team Member Notes
Team Member Roles-
Undefined
Owner
Facilitation
Information Source
Approver
Problem Analysis Team Membership
K-T Process Type
Problem Analysis Identification
Problem Analysis Team Member Identification
Problem Analysis Team Membership Status Identification
Notes
Add Team Member()
Set Member Status()
to
Fig. 45A-2
K-T Process Case
(from K_T Procesess)
from
Fig. 45A-2
K-T Process Case Type
K-T Process Case Name
K-T Process Case Identification
K-T Process Case Statement
K-T Process Case Statement Edited
K-T Process Case Background
K-T Process Case Background Edited
K-T Process Case Status
K-T Process Case Action Tracker Repository Identification
K-T Process Comments
K-T Process Cases Date-Time Stamp
Data import from other processes or action tracker must happen in the beginning of the process to be meaningful.
K-T Process New()
K-T Process Open()
K-T Process Save()
K-T Process Save As()
K-T Process Edit()
K-T Process Delete()
K-T Process Close()
K-T Process Set Status()
K-T Process Get Status()
K-T Process Write K-T Process Statement()
K-T Process Read K-T Process Statement()
K-T Process Set K-T Process Statement Edited()
K-T Process Get K-T Process Statement Edited()
K-T Process Write K-T Process Background()
K-T Process Read K-T Process Background()
K-T Process Set K-T Process Background Edited()
K-T Process Get K-T Process Background Edited()

Fig. 45A-1

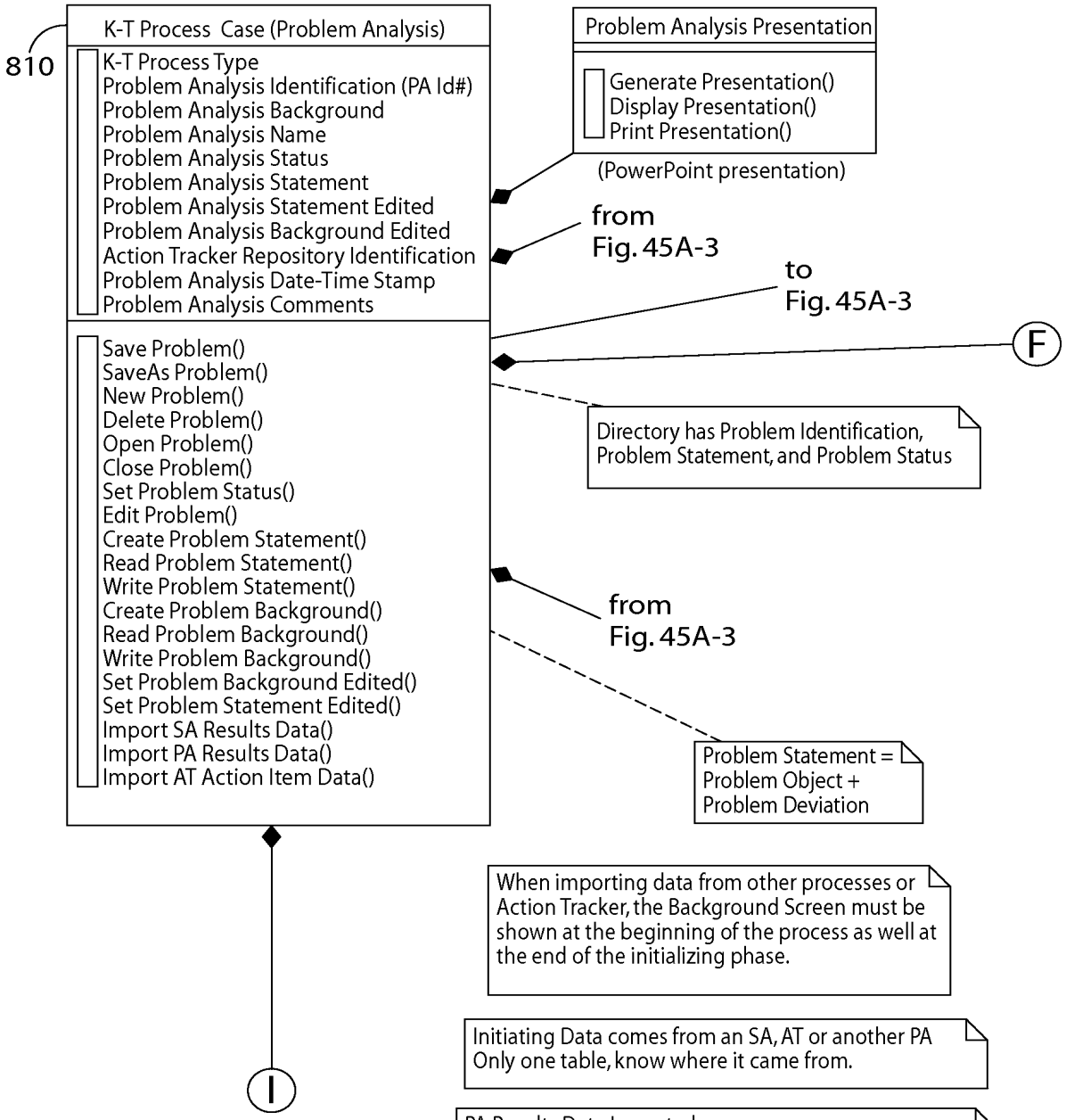

810
K-T Process Case (Problem Analysis)
K-T Process Type
Problem Analysis Identification (PA Id#)
Problem Analysis Background
Problem Analysis Name
Problem Analysis Status
Problem Analysis Statement
Problem Analysis Statement Edited
Problem Analysis Background Edited
Action Tracker Repository Identification
Problem Analysis Date-Time Stamp
Problem Analysis Comments
Save Problem()
SaveAs Problem()
New Problem()
Delete Problem()
Open Problem()
Close Problem()
Set Problem Status()
Edit Problem()
Create Problem Statement()
Read Problem Statement()
Write Problem Statement()
Create Problem Background()
Read Problem Background()
Write Problem Background()
Set Problem Background Edited()
Set Problem Statement Edited()
Import SA Results Data()
Import PA Results Data()
Import AT Action Item Data()
Problem Analysis Presentation
Generate Presentation()
Display Presentation()
Print Presentation()
(PowerPoint presentation)
from Fig. 45A-3
to Fig. 45A-3
F
Directory has Problem Identification, Problem Statement, and Problem Status
from Fig. 45A-3
Problem Statement = Problem Object + Problem Deviation
I
When importing data from other processes or Action Tracker, the Background Screen must be shown at the beginning of the process as well at the end of the initializing phase.
Initiating Data comes from an SA, AT or another PA Only one table, know where it came from.
PA Results Data Imported:
Verified True Cause where the root cause needs to be found.
AT Action Item Data Imported:
The Main Action Item as "title"
The sub-action items as in the sub-actions of SA import.
A. What
B. When
C. Who (using Action Tracker field types for this)
D. Role (User Defined, Owner, Facilitator, Information Source, or Approver)

Fig. 45A-2

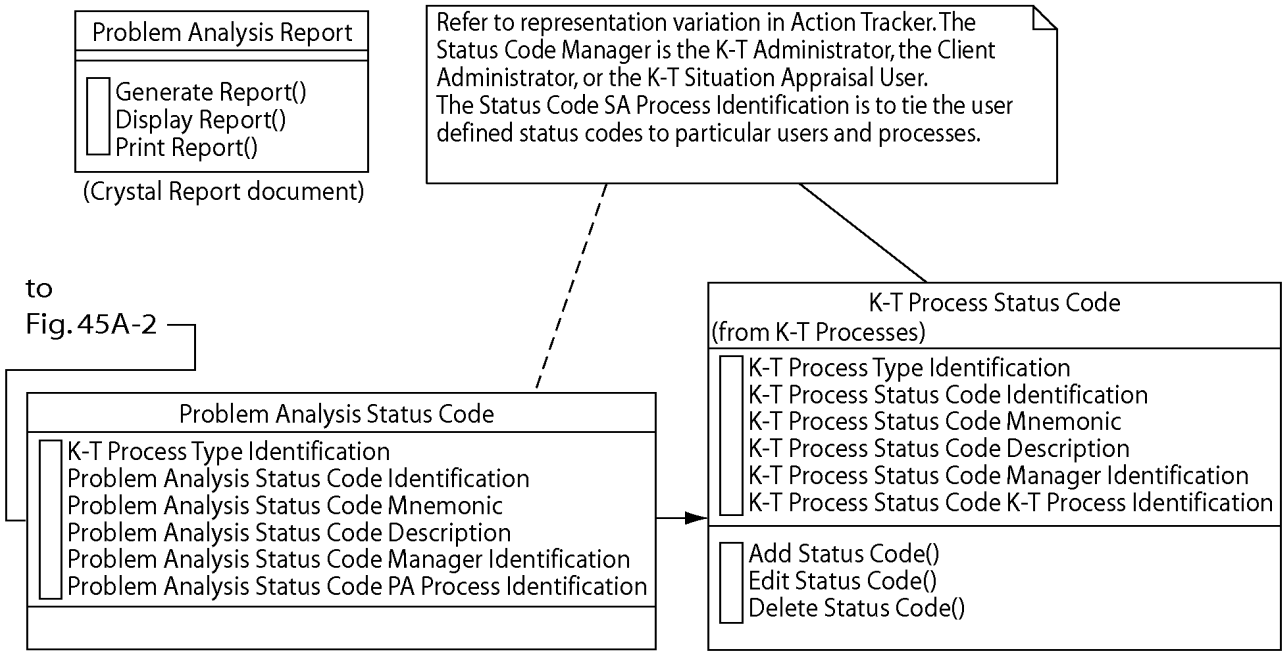

Problem Analysis Report
Generate Report()
Display Report()
Print Report()
(Crystal Report document)
Refer to representation variation in Action Tracker. The Status Code Manager is the K-T Administrator, the Client Administrator, or the K-T Situation Appraisal User.
The Status Code SA Process Identification is to tie the user defined status codes to particular users and processes.
to
Fig. 45A-2
Problem Analysis Status Code
K-T Process Type Identification
Problem Analysis Status Code Identification
Problem Analysis Status Code Mnemonic
Problem Analysis Status Code Description
Problem Analysis Status Code Manager Identification
Problem Analysis Status Code PA Process Identification
K-T Process Status Code
(from K-T Processes)
K-T Process Type Identification
K-T Process Status Code Identification
K-T Process Status Code Mnemonic
K-T Process Status Code Description
K-T Process Status Code Manager Identification
K-T Process Status Code K-T Process Identification
Add Status Code()
Edit Status Code()
Delete Status Code()

Fig. 45A-3

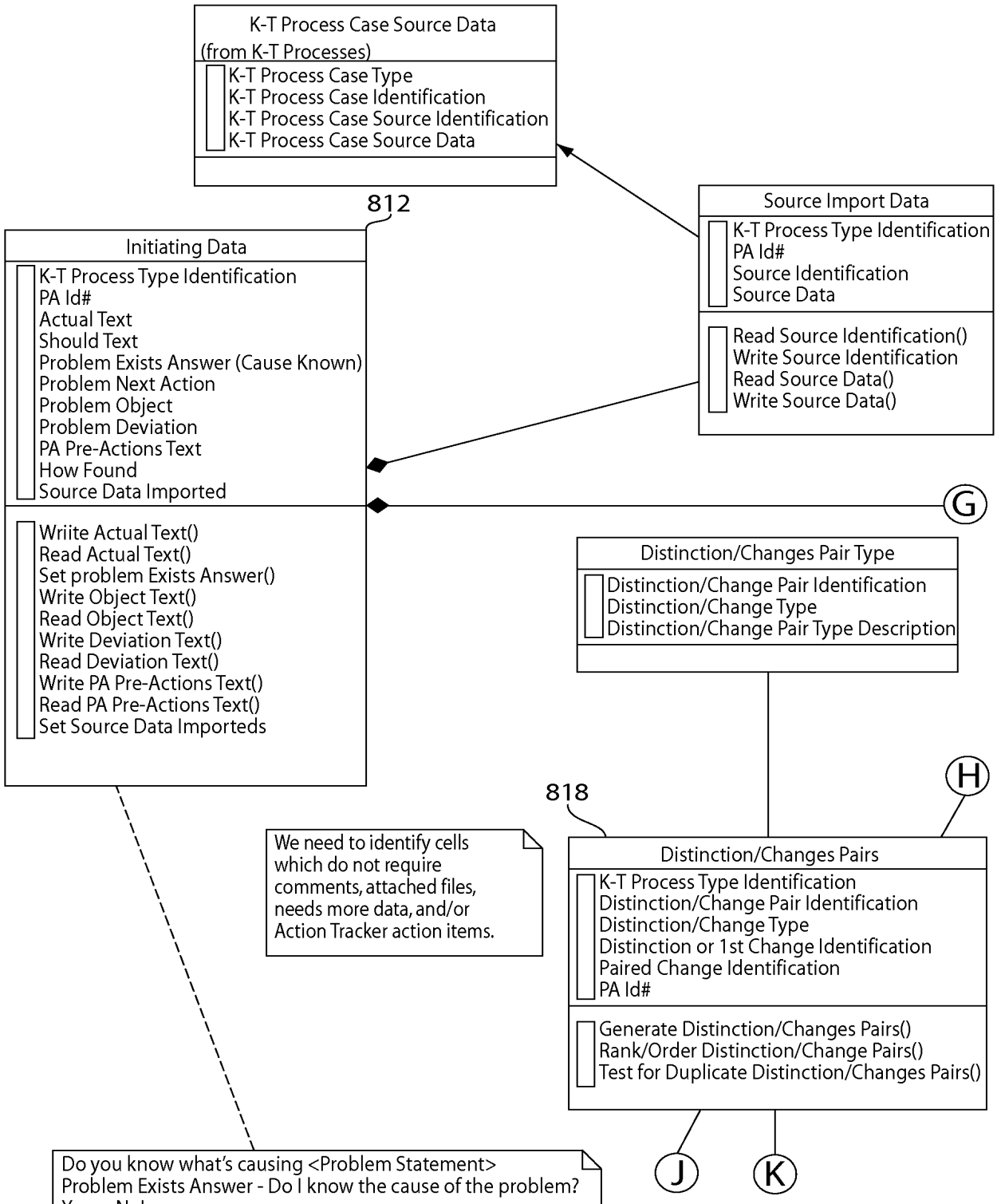

K-T Process Case Source Data
(from K-T Processes)
K-T Process Case Type
K-T Process Case Identification
K-T Process Case Source Identification
K-T Process Case Source Data
812
Initiating Data
K-T Process Type Identification
PA Id#
Actual Text
Should Text
Problem Exists Answer (Cause Known)
Problem Next Action
Problem Object
Problem Deviation
PA Pre-Actions Text
How Found
Source Data Imported
Wriite Actual Text()
Read Actual Text()
Set problem Exists Answer()
Write Object Text()
Read Object Text()
Write Deviation Text()
Read Deviation Text()
Write PA Pre-Actions Text()
Read PA Pre-Actions Text()
Set Source Data Importeds
Source Import Data
K-T Process Type Identification
PA Id#
Source Identification
Source Data
Read Source Identification()
Write Source Identification
Read Source Data()
Write Source Data()
G
Distinction/Changes Pair Type
Distinction/Change Pair Identification
Distinction/Change Type
Distinction/Change Pair Type Description
H
818
We need to identify cells which do not require comments, attached files, needs more data, and/or Action Tracker action items.
Distinction/Changes Pairs
K-T Process Type Identification
Distinction/Change Pair Identification
Distinction/Change Type
Distinction or 1st Change Identification
Paired Change Identification
PA Id#
Generate Distinction/Changes Pairs()
Rank/Order Distinction/Change Pairs()
Test for Duplicate Distinction/Changes Pairs()
J
K
Do you know what's causing <Problem Statement>
Problem Exists Answer - Do I know the cause of the problem?
Yes or No!
1. No, I'm not certain. Continue the PA.
2. Yes, but I need to choose a way to fix it.
3. Yes, but I need to make a plan for fixing it.
4. Yes, but I can't fix it until I find out what's causing the cause.
5. Yes, but I want to continue this PA anyway.

Fig. 45A-4

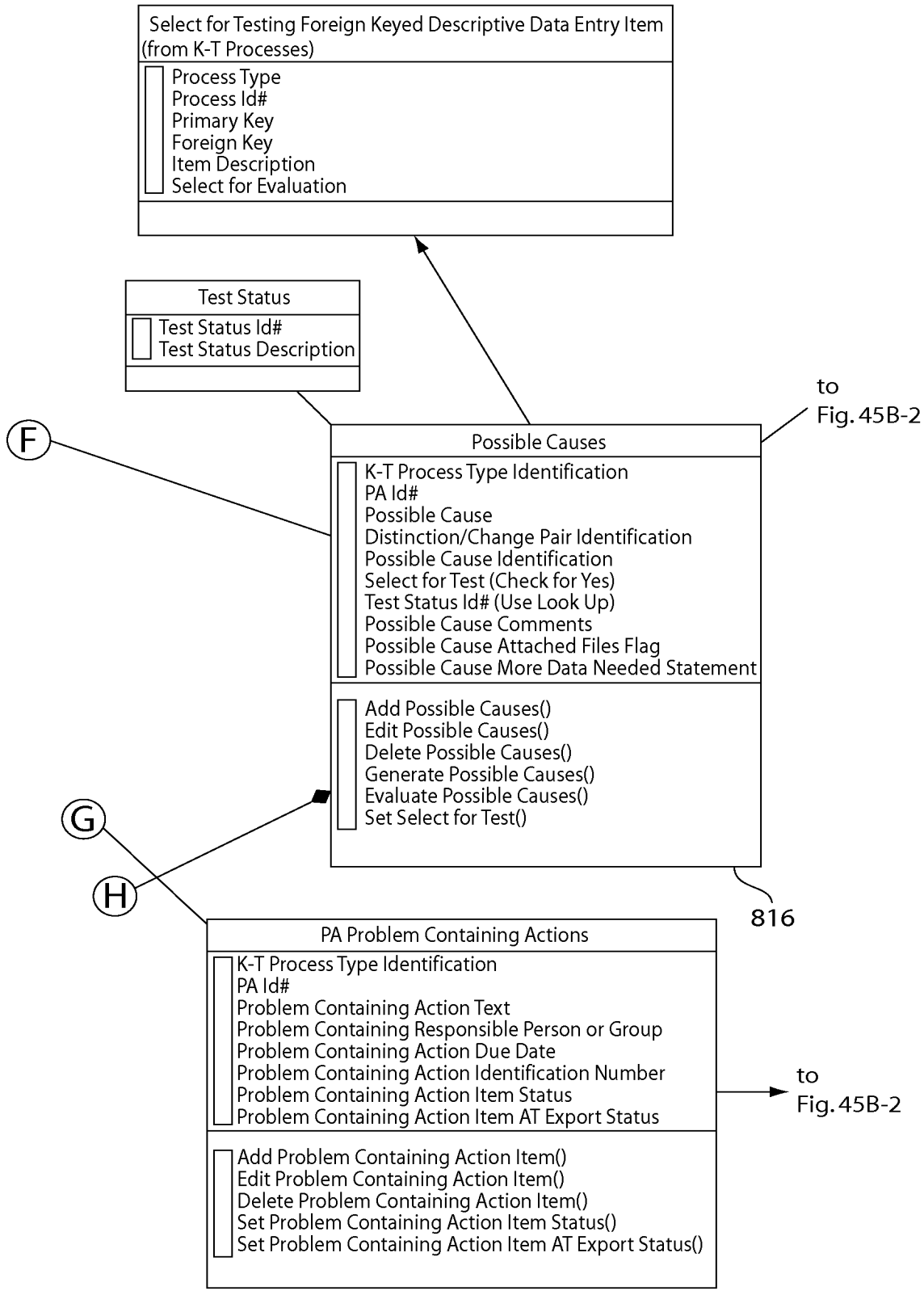

Select for Testing Foreign Keyed Descriptive Data Entry Item (from K-T Processes)
Process Type
Process Id#
Primary Key
Foreign Key
Item Description
Select for Evaluation
Test Status
Test Status Id#
Test Status Description
to Fig. 45B-2
F
Possible Causes
K-T Process Type Identification
PA Id#
Possible Cause
Distinction/Change Pair Identification
Possible Cause Identification
Select for Test (Check for Yes)
Test Status Id# (Use Look Up)
Possible Cause Comments
Possible Cause Attached Files Flag
Possible Cause More Data Needed Statement
Add Possible Causes()
Edit Possible Causes()
Delete Possible Causes()
Generate Possible Causes()
Evaluate Possible Causes()
Set Select for Test()
G
H
816
PA Problem Containing Actions
K-T Process Type Identification
PA Id#
Problem Containing Action Text
Problem Containing Responsible Person or Group
Problem Containing Action Due Date
Problem Containing Action Identification Number
Problem Containing Action Item Status
Problem Containing Action Item AT Export Status
to Fig. 45B-2
Add Problem Containing Action Item()
Edit Problem Containing Action Item()
Delete Problem Containing Action Item()
Set Problem Containing Action Item Status()
Set Problem Containing Action Item AT Export Status()

Fig. 45B-1

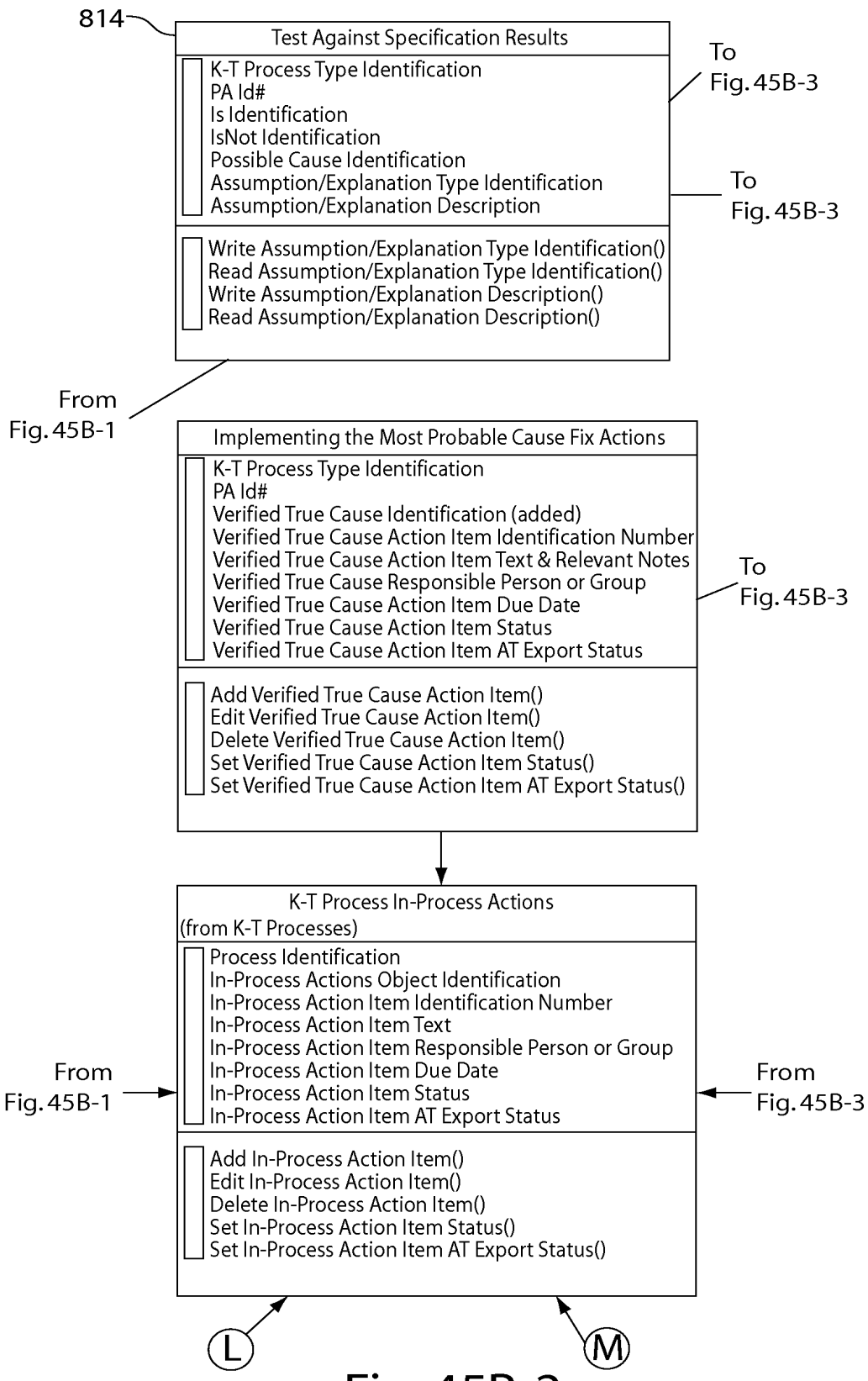

814
Test Against Specification Results
K-T Process Type Identification
PA Id#
Is Identification
IsNot Identification
Possible Cause Identification
Assumption/Explanation Type Identification
Assumption/Explanation Description
Write Assumption/Explanation Type Identification()
Read Assumption/Explanation Type Identification()
Write Assumption/Explanation Description()
Read Assumption/Explanation Description()
To Fig. 45B-3
To Fig. 45B-3
From Fig. 45B-1
Implementing the Most Probable Cause Fix Actions
K-T Process Type Identification
PA Id#
Verified True Cause Identification (added)
Verified True Cause Action Item Identification Number
Verified True Cause Action Item Text & Relevant Notes
Verified True Cause Responsible Person or Group
Verified True Cause Action Item Due Date
Verified True Cause Action Item Status
Verified True Cause Action Item AT Export Status
Add Verified True Cause Action Item()
Edit Verified True Cause Action Item()
Delete Verified True Cause Action Item()
Set Verified True Cause Action Item Status()
Set Verified True Cause Action Item AT Export Status()
To Fig. 45B-3
K-T Process In-Process Actions
(from K-T Processes)
Process Identification
In-Process Actions Object Identification
In-Process Action Item Identification Number
In-Process Action Item Text
In-Process Action Item Responsible Person or Group
In-Process Action Item Due Date
In-Process Action Item Status
In-Process Action Item AT Export Status
Add In-Process Action Item()
Edit In-Process Action Item()
Delete In-Process Action Item()
Set In-Process Action Item Status()
Set In-Process Action Item AT Export Status()
From Fig. 45B-1
From Fig. 45B-3
L
M

Fig. 45B-2

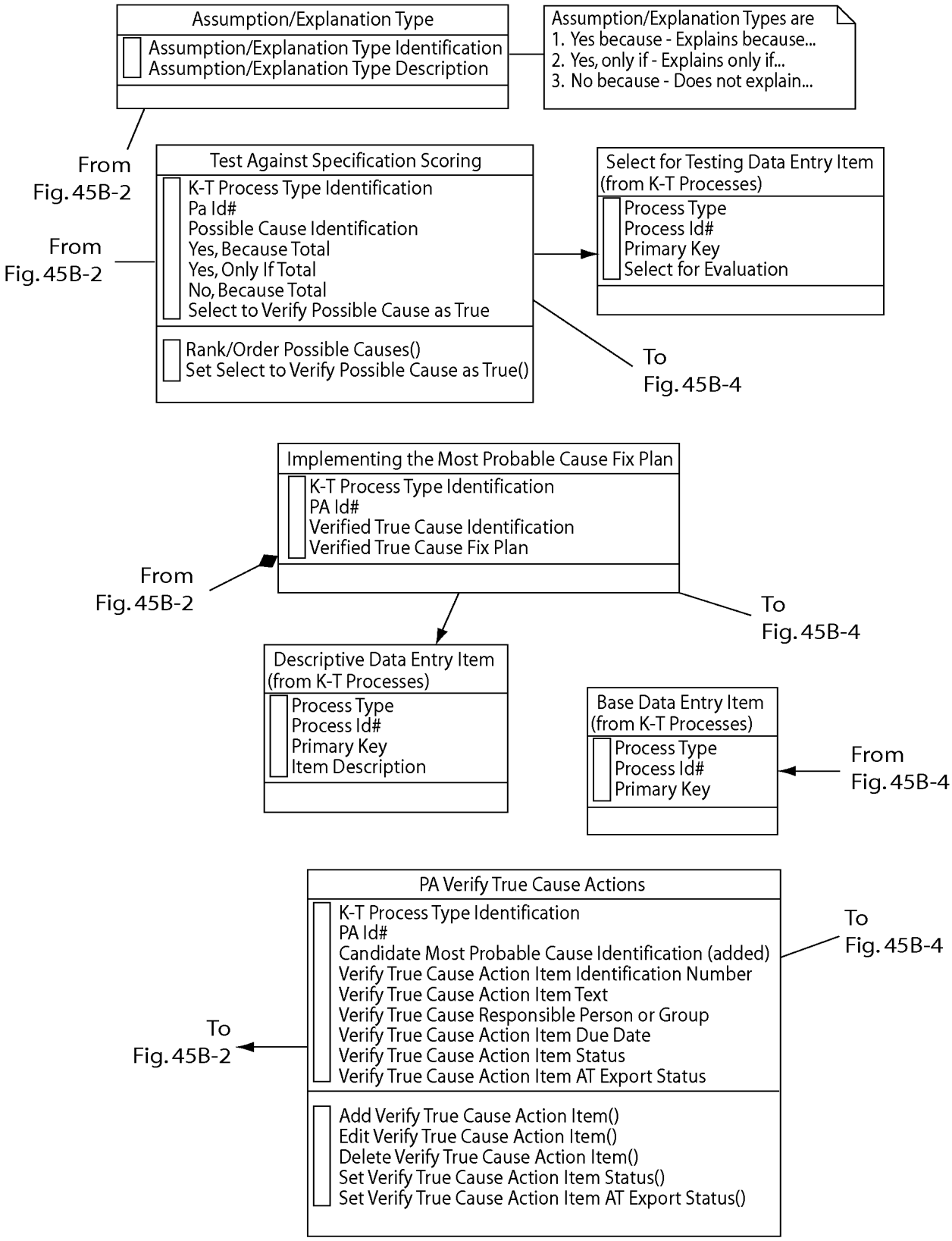

Assumption/Explanation Type
Assumption/Explanation Type Identification
Assumption/Explanation Type Description
Assumption/Explanation Types are
1. Yes because - Explains because...
2. Yes, only if - Explains only if...
3. No because - Does not explain...
From Fig. 45B-2
Test Against Specification Scoring
K-T Process Type Identification
Pa Id#
Possible Cause Identification
Yes, Because Total
Yes, Only If Total
No, Because Total
Select to Verify Possible Cause as True
Rank/Order Possible Causes()
Set Select to Verify Possible Cause as True()
From Fig. 45B-2
Select for Testing Data Entry Item (from K-T Processes)
Process Type
Process Id#
Primary Key
Select for Evaluation
To Fig. 45B-4
Implementing the Most Probable Cause Fix Plan
K-T Process Type Identification
PA Id#
Verified True Cause Identification
Verified True Cause Fix Plan
From Fig. 45B-2
To Fig. 45B-4
Descriptive Data Entry Item (from K-T Processes)
Process Type
Process Id#
Primary Key
Item Description
Base Data Entry Item (from K-T Processes)
Process Type
Process Id#
Primary Key
From Fig. 45B-4
PA Verify True Cause Actions
K-T Process Type Identification
PA Id#
Candidate Most Probable Cause Identification (added)
Verify True Cause Action Item Identification Number
Verify True Cause Action Item Text
Verify True Cause Responsible Person or Group
Verify True Cause Action Item Due Date
Verify True Cause Action Item Status
Verify True Cause Action Item AT Export Status
Add Verify True Cause Action Item()
Edit Verify True Cause Action Item()
Delete Verify True Cause Action Item()
Set Verify True Cause Action Item Status()
Set Verify True Cause Action Item AT Export Status()
To Fig. 45B-4
To Fig. 45B-2

Fig. 45B-3

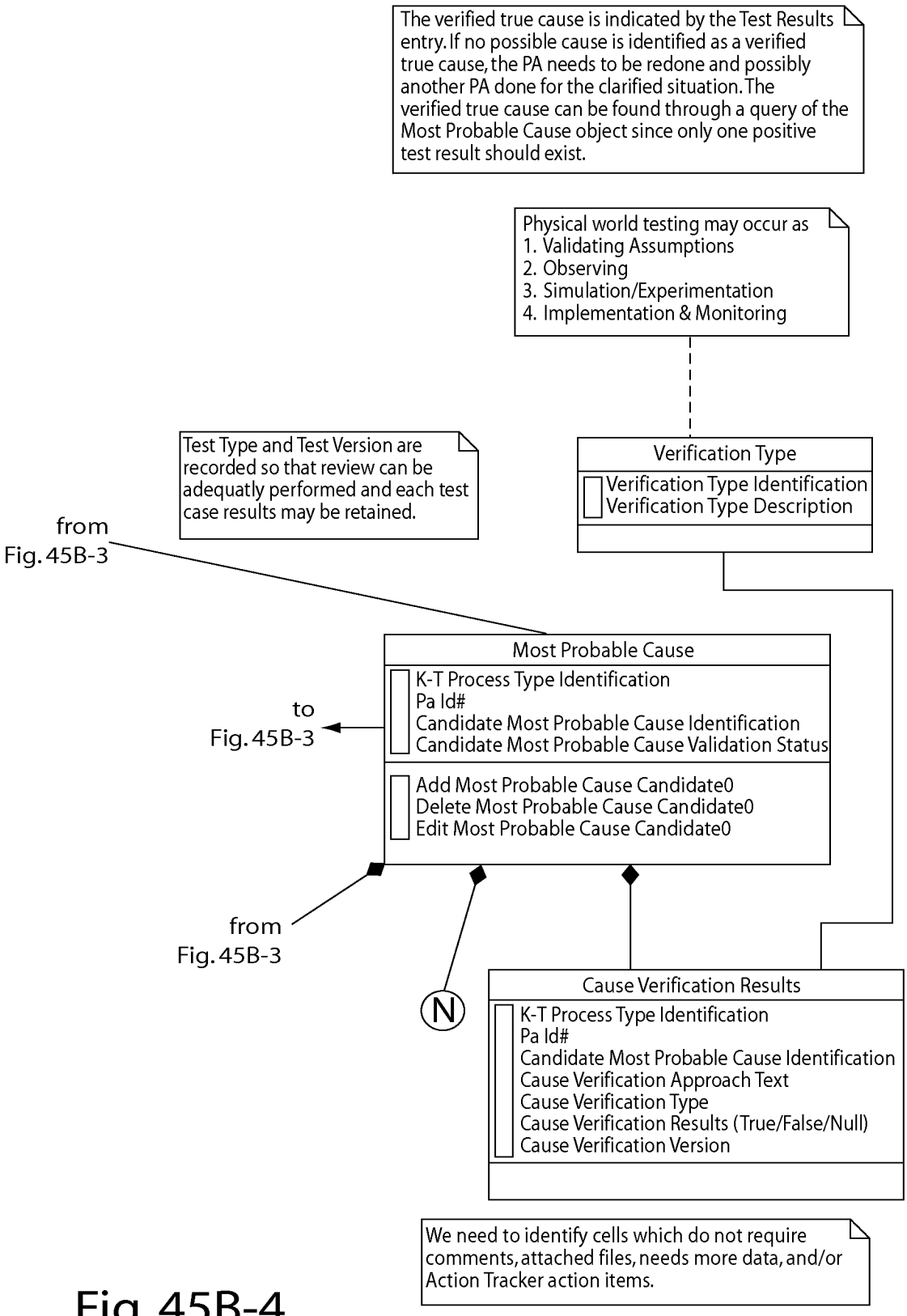

The verified true cause is indicated by the Test Results entry. If no possible cause is identified as a verified true cause, the PA needs to be redone and possibly another PA done for the clarified situation. The verified true cause can be found through a query of the Most Probable Cause object since only one positive test result should exist.
Physical world testing may occur as
1. Validating Assumptions
2. Observing
3. Simulation/Experimentation
4. Implementation & Monitoring
Test Type and Test Version are recorded so that review can be adequatly performed and each test case results may be retained.
Verification Type
Verification Type Identification
Verification Type Description
from Fig. 45B-3
Most Probable Cause
K-T Process Type Identification
Pa Id#
Candidate Most Probable Cause Identification
Candidate Most Probable Cause Validation Status
Add Most Probable Cause Candidate0
Delete Most Probable Cause Candidate0
Edit Most Probable Cause Candidate0
to Fig. 45B-3
from Fig. 45B-3
N
Cause Verification Results
K-T Process Type Identification
Pa Id#
Candidate Most Probable Cause Identification
Cause Verification Approach Text
Cause Verification Type
Cause Verification Results (True/False/Null)
Cause Verification Version
We need to identify cells which do not require comments, attached files, needs more data, and/or Action Tracker action items.

Fig. 45B-4

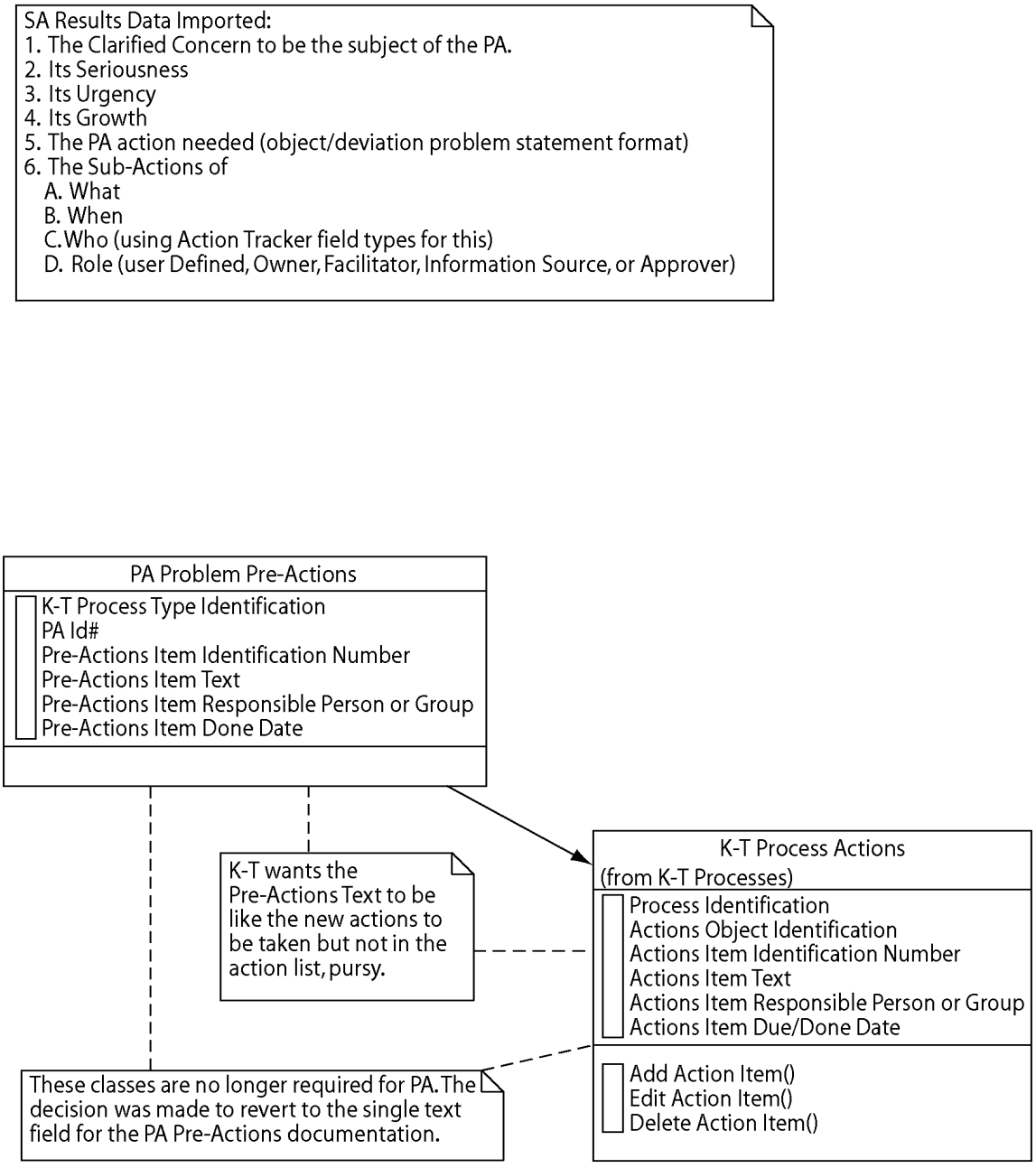

SA Results Data Imported:
1. The Clarified Concern to be the subject of the PA.
2. Its Seriousness
3. Its Urgency
4. Its Growth
5. The PA action needed (object/deviation problem statement format)
6. The Sub-Actions of
A. What
B. When
C. Who (using Action Tracker field types for this)
D. Role (user Defined, Owner, Facilitator, Information Source, or Approver)
PA Problem Pre-Actions
K-T Process Type Identification
PA Id#
Pre-Actions Item Identification Number
Pre-Actions Item Text
Pre-Actions Item Responsible Person or Group
Pre-Actions Item Done Date
K-T wants the Pre-Actions Text to be like the new actions to be taken but not in the action list, pursy.
K-T Process Actions
(from K-T Processes)
Process Identification
Actions Object Identification
Actions Item Identification Number
Actions Item Text
Actions Item Responsible Person or Group
Actions Item Due/Done Date
Add Action Item()
Edit Action Item()
Delete Action Item()
These classes are no longer required for PA. The decision was made to revert to the single text field for the PA Pre-Actions documentation.

Fig. 45C-1

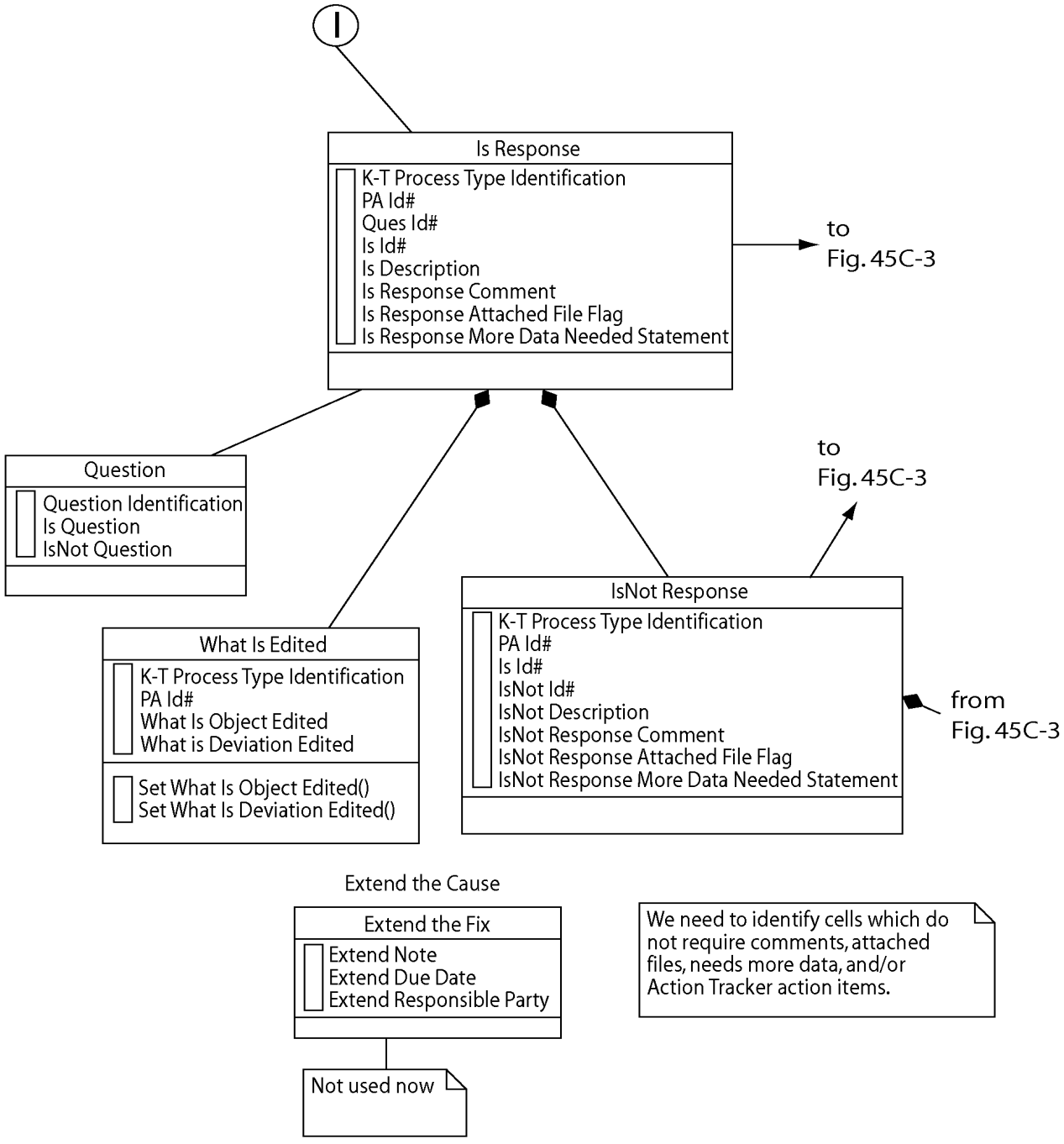

Is Response
K-T Process Type Identification
PA Id#
Ques Id#
Is Id#
Is Description
Is Response Comment
Is Response Attached File Flag
Is Response More Data Needed Statement
to
Fig. 45C-3
Question
Question Identification
Is Question
IsNot Question
What Is Edited
K-T Process Type Identification
PA Id#
What Is Object Edited
What is Deviation Edited
Set What Is Object Edited()
Set What Is Deviation Edited()
to
Fig. 45C-3
IsNot Response
K-T Process Type Identification
PA Id#
Is Id#
IsNot Id#
IsNot Description
IsNot Response Comment
IsNot Response Attached File Flag
IsNot Response More Data Needed Statement
from
Fig. 45C-3
Extend the Cause
Extend the Fix
Extend Note
Extend Due Date
Extend Responsible Party
Not used now
We need to identify cells which do not require comments, attached files, needs more data, and/or Action Tracker action items.

Fig. 45C-2

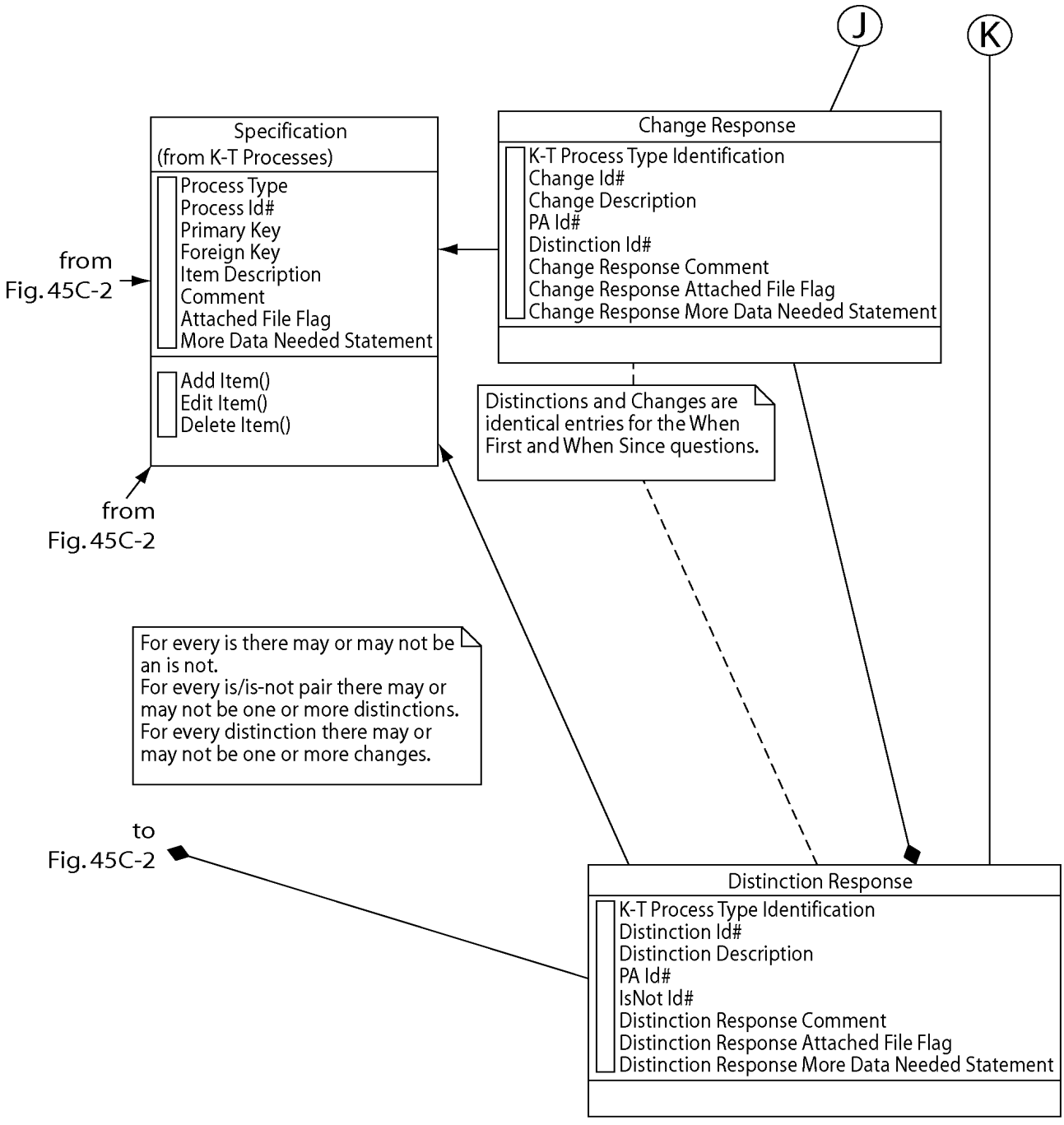

J
K
Specification
(from K-T Processes)
Process Type
Process Id#
Primary Key
Foreign Key
Item Description
Comment
Attached File Flag
More Data Needed Statement
Add Item()
Edit Item()
Delete Item()
from
Fig. 45C-2
from
Fig. 45C-2
Change Response
K-T Process Type Identification
Change Id#
Change Description
PA Id#
Distinction Id#
Change Response Comment
Change Response Attached File Flag
Change Response More Data Needed Statement
Distinctions and Changes are identical entries for the When First and When Since questions.
For every is there may or may not be an is not.
For every is/is-not pair there may or may not be one or more distinctions.
For every distinction there may or may not be one or more changes.
to
Fig. 45C-2
Distinction Response
K-T Process Type Identification
Distinction Id#
Distinction Description
PA Id#
IsNot Id#
Distinction Response Comment
Distinction Response Attached File Flag
Distinction Response More Data Needed Statement

Fig 45C -3

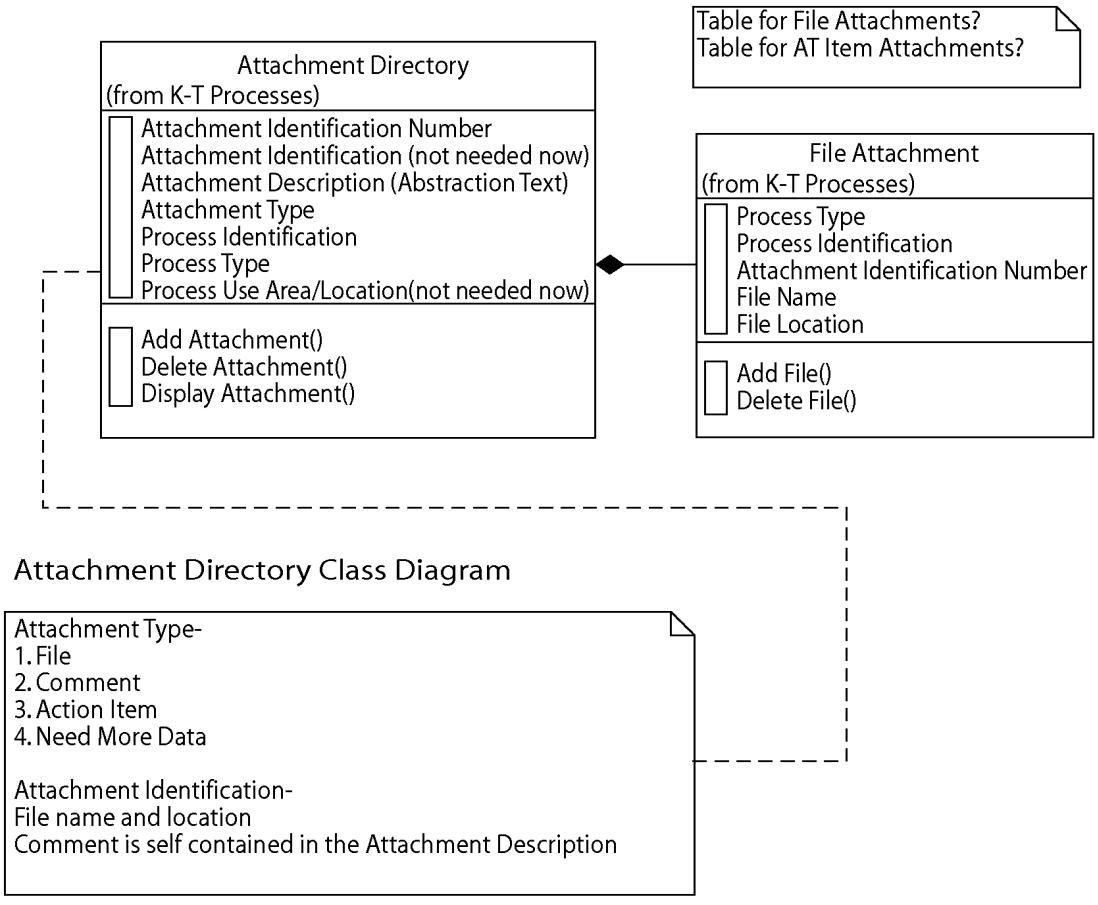


Table for File Attachments?
Table for AT Item Attachments?
Attachment Directory
(from K-T Processes)
Attachment Identification Number
Attachment Identification (not needed now)
Attachment Description (Abstraction Text)
Attachment Type
Process Identification
Process Type
Process Use Area/Location(not needed now)
Add Attachment()
Delete Attachment()
Display Attachment()
File Attachment
(from K-T Processes)
Process Type
Process Identification
Attachment Identification Number
File Name
File Location
Add File()
Delete File()
Attachment Directory Class Diagram
Attachment Type-
1. File
2. Comment
3. Action Item
4. Need More Data
Attachment Identification-
File name and location
Comment is self contained in the Attachment Description

Fig. 45C-4

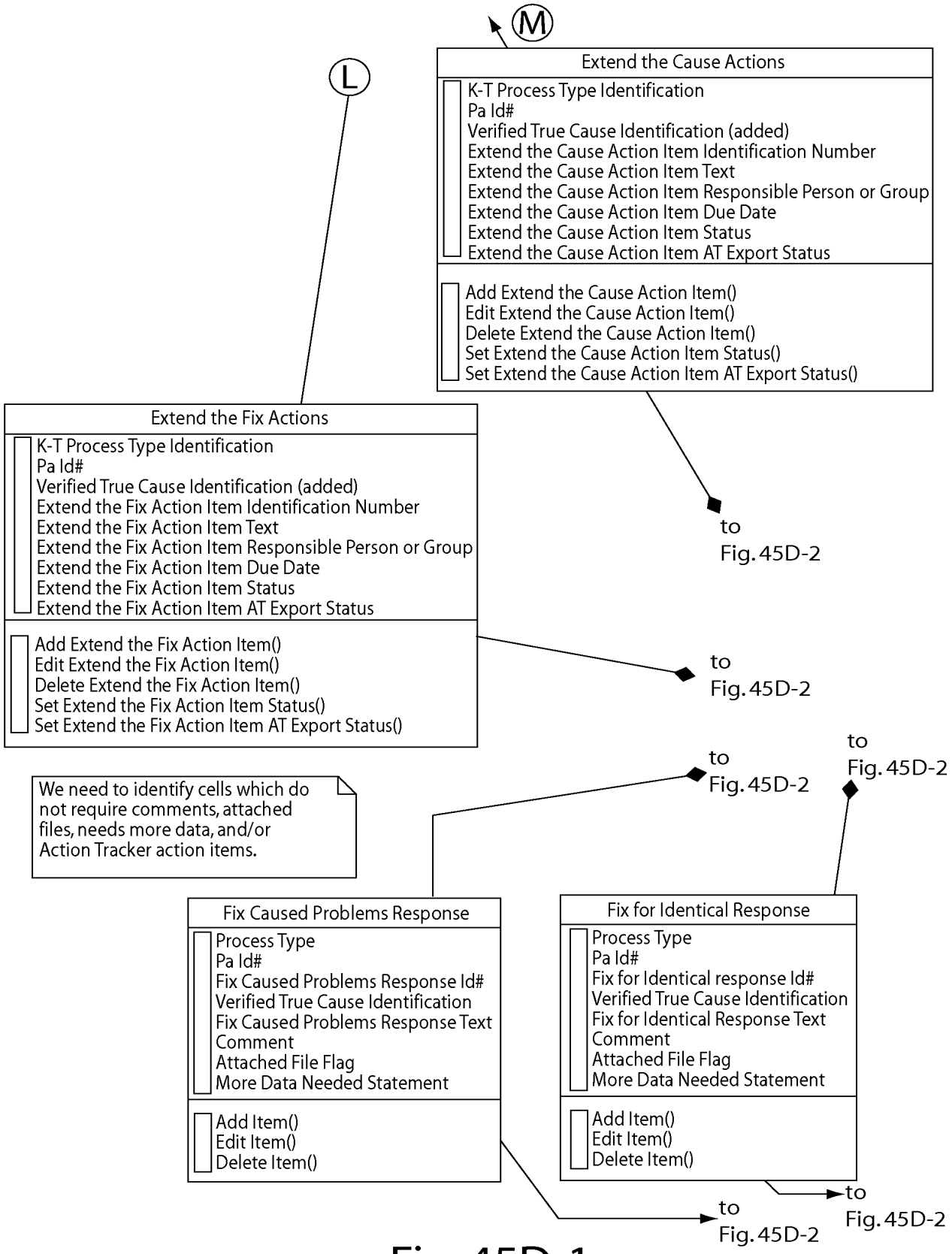

M
L
Extend the Cause Actions
K-T Process Type Identification
Pa Id#
Verified True Cause Identification (added)
Extend the Cause Action Item Identification Number
Extend the Cause Action Item Text
Extend the Cause Action Item Responsible Person or Group
Extend the Cause Action Item Due Date
Extend the Cause Action Item Status
Extend the Cause Action Item AT Export Status
Add Extend the Cause Action Item()
Edit Extend the Cause Action Item()
Delete Extend the Cause Action Item()
Set Extend the Cause Action Item Status()
Set Extend the Cause Action Item AT Export Status()
to Fig. 45D-2
Extend the Fix Actions
K-T Process Type Identification
Pa Id#
Verified True Cause Identification (added)
Extend the Fix Action Item Identification Number
Extend the Fix Action Item Text
Extend the Fix Action Item Responsible Person or Group
Extend the Fix Action Item Due Date
Extend the Fix Action Item Status
Extend the Fix Action Item AT Export Status
Add Extend the Fix Action Item()
Edit Extend the Fix Action Item()
Delete Extend the Fix Action Item()
Set Extend the Fix Action Item Status()
Set Extend the Fix Action Item AT Export Status()
to Fig. 45D-2
to Fig. 45D-2
to Fig. 45D-2
We need to identify cells which do not require comments, attached files, needs more data, and/or Action Tracker action items.
Fix Caused Problems Response
Process Type
Pa Id#
Fix Caused Problems Response Id#
Verified True Cause Identification
Fix Caused Problems Response Text
Comment
Attached File Flag
More Data Needed Statement
Add Item()
Edit Item()
Delete Item()
Fix for Identical Response
Process Type
Pa Id#
Fix for Identical response Id#
Verified True Cause Identification
Fix for Identical Response Text
Comment
Attached File Flag
More Data Needed Statement
Add Item()
Edit Item()
Delete Item()
to Fig. 45D-2
to Fig. 45D-2

Fig. 45D-1

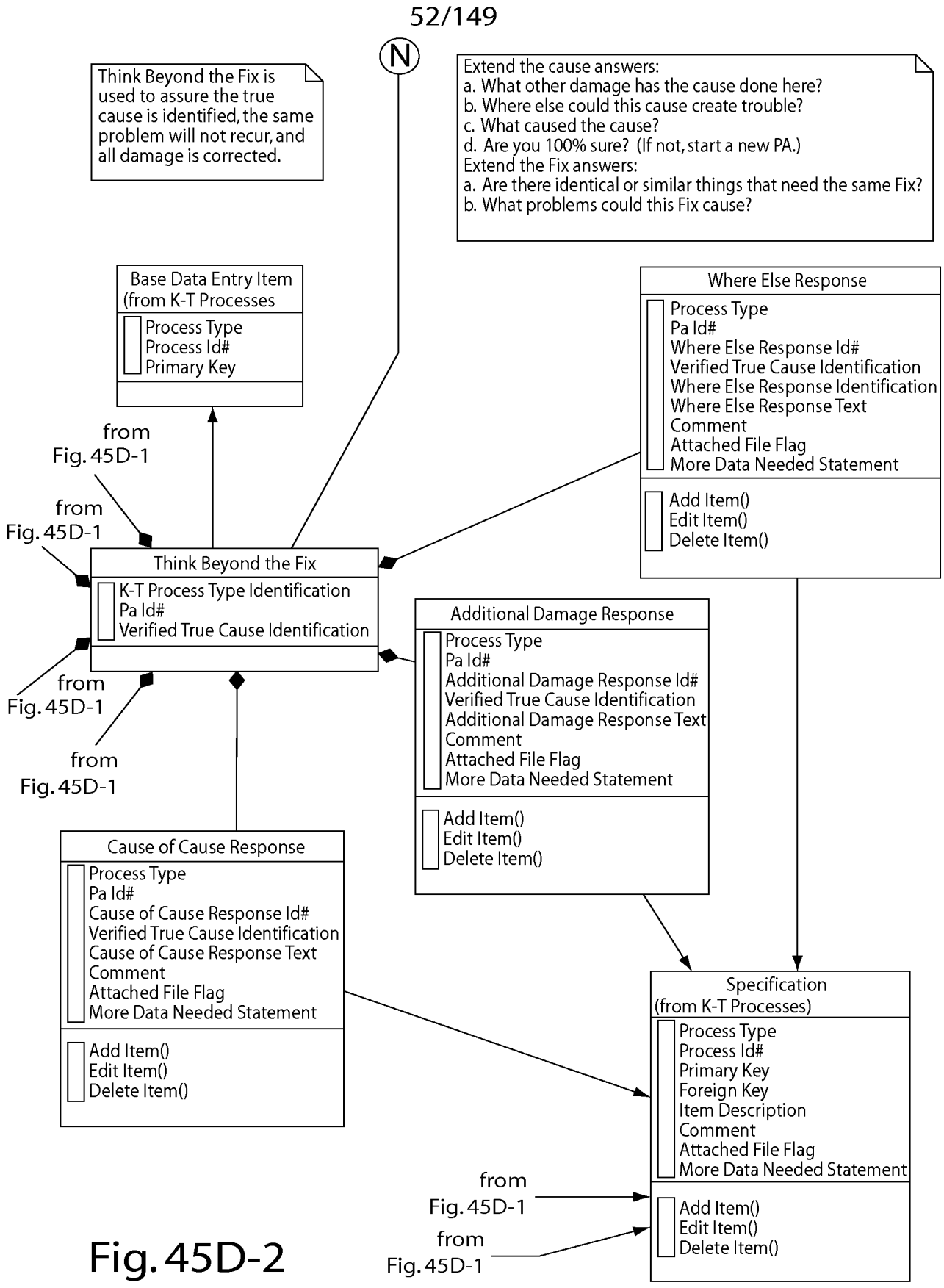

N
Think Beyond the Fix is used to assure the true cause is identified, the same problem will not recur, and all damage is corrected.
Extend the cause answers:
a. What other damage has the cause done here?
b. Where else could this cause create trouble?
c. What caused the cause?
d. Are you 100% sure? (If not, start a new PA.)
Extend the Fix answers:
a. Are there identical or similar things that need the same Fix?
b. What problems could this Fix cause?
Base Data Entry Item (from K-T Processes
Process Type
Process Id#
Primary Key
Where Else Response
Process Type
Pa Id#
Where Else Response Id#
Verified True Cause Identification
Where Else Response Identification
Where Else Response Text
Comment
Attached File Flag
More Data Needed Statement
Add Item()
Edit Item()
Delete Item()
from Fig. 45D-1
from Fig. 45D-1
Think Beyond the Fix
K-T Process Type Identification
Pa Id#
Verified True Cause Identification
from Fig. 45D-1
from Fig. 45D-1
Additional Damage Response
Process Type
Pa Id#
Additional Damage Response Id#
Verified True Cause Identification
Additional Damage Response Text
Comment
Attached File Flag
More Data Needed Statement
Add Item()
Edit Item()
Delete Item()
Cause of Cause Response
Process Type
Pa Id#
Cause of Cause Response Id#
Verified True Cause Identification
Cause of Cause Response Text
Comment
Attached File Flag
More Data Needed Statement
Add Item()
Edit Item()
Delete Item()
Specification (from K-T Processes)
Process Type
Process Id#
Primary Key
Foreign Key
Item Description
Comment
Attached File Flag
More Data Needed Statement
Add Item()
Edit Item()
Delete Item()
from Fig. 45D-1
from Fig. 45D-1

Fig. 45D-2

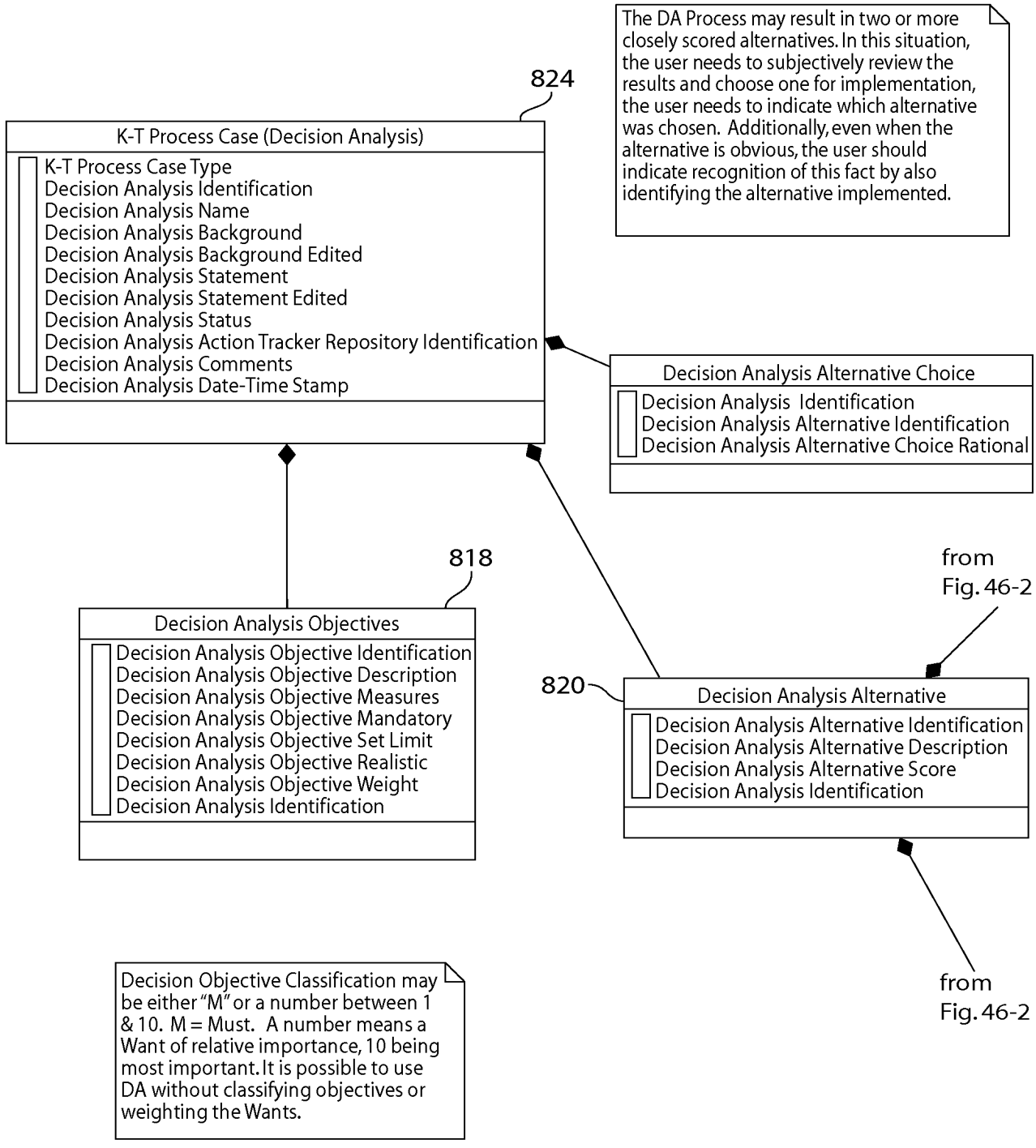
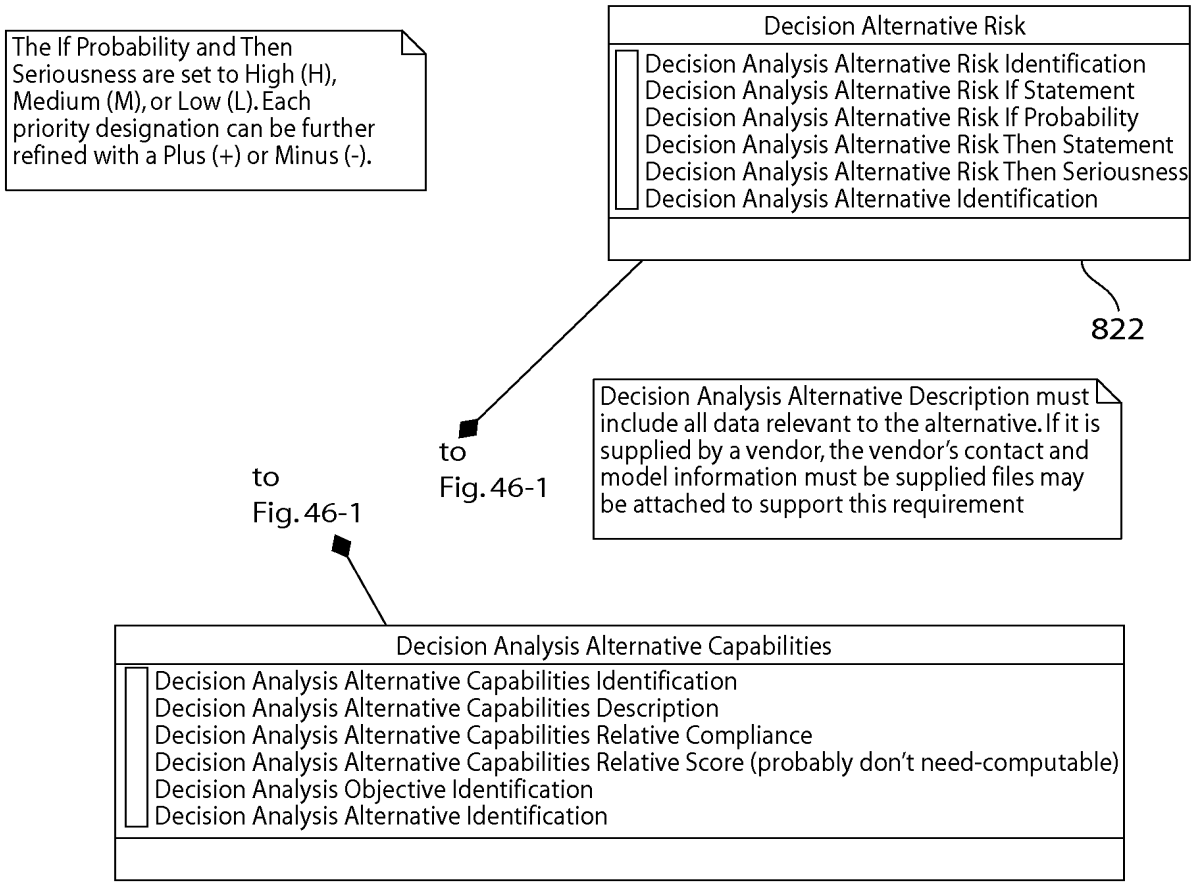

The DA Process may result in two or more closely scored alternatives. In this situation, the user needs to subjectively review the results and choose one for implementation, the user needs to indicate which alternative was chosen. Additionally, even when the alternative is obvious, the user should indicate recognition of this fact by also identifying the alternative implemented.
824
K-T Process Case (Decision Analysis)
K-T Process Case Type
Decision Analysis Identification
Decision Analysis Name
Decision Analysis Background
Decision Analysis Background Edited
Decision Analysis Statement
Decision Analysis Statement Edited
Decision Analysis Status
Decision Analysis Action Tracker Repository Identification
Decision Analysis Comments
Decision Analysis Date-Time Stamp
Decision Analysis Alternative Choice
Decision Analysis Identification
Decision Analysis Alternative Identification
Decision Analysis Alternative Choice Rational
818
Decision Analysis Objectives
Decision Analysis Objective Identification
Decision Analysis Objective Description
Decision Analysis Objective Measures
Decision Analysis Objective Mandatory
Decision Analysis Objective Set Limit
Decision Analysis Objective Realistic
Decision Analysis Objective Weight
Decision Analysis Identification
from Fig. 46-2
820
Decision Analysis Alternative
Decision Analysis Alternative Identification
Decision Analysis Alternative Description
Decision Analysis Alternative Score
Decision Analysis Identification
from Fig. 46-2
Decision Objective Classification may be either "M" or a number between 1 & 10. M = Must. A number means a Want of relative importance, 10 being most important. It is possible to use DA without classifying objectives or weighting the Wants.

Fig. 46-1



Decision Alternative Score = Sum of all Decision Alternative Capabilities Relative Score for the specific alternative.

Decision Alternative Capabilities Relative Score = Decision Alternative Capabilities Relative Compliance * Decision Objective Classification.

Decision Alternative Capabilities Relative Compliance is a number from 0 -10 of the relative performance of the alternative to other alternatives

Fig. 46-2

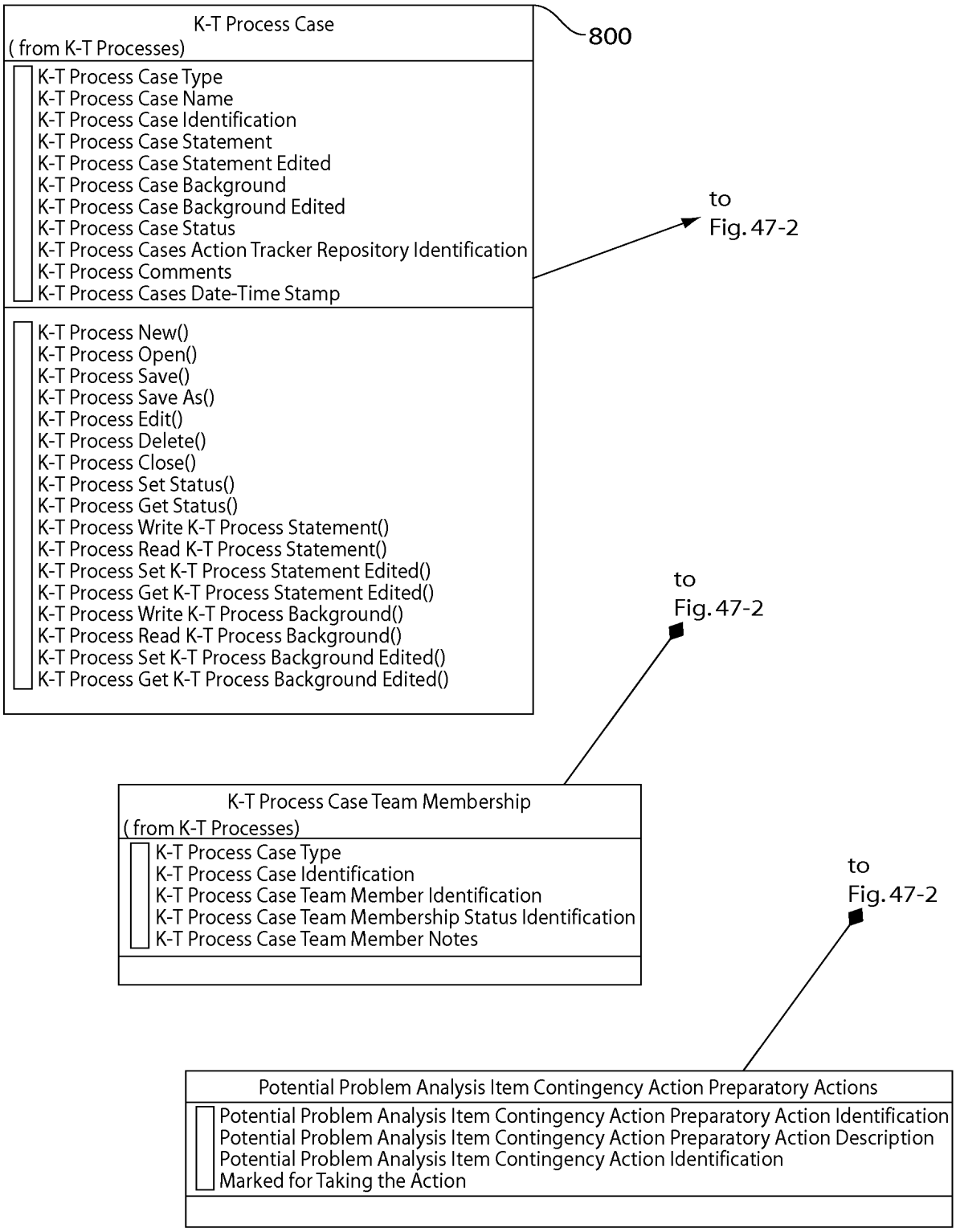

K-T Process Case
(from K-T Processes)
800
K-T Process Case Type
K-T Process Case Name
K-T Process Case Identification
K-T Process Case Statement
K-T Process Case Statement Edited
K-T Process Case Background
K-T Process Case Background Edited
K-T Process Case Status
K-T Process Cases Action Tracker Repository Identification
K-T Process Comments
K-T Process Cases Date-Time Stamp
to
Fig. 47-2
K-T Process New()
K-T Process Open()
K-T Process Save()
K-T Process Save As()
K-T Process Edit()
K-T Process Delete()
K-T Process Close()
K-T Process Set Status()
K-T Process Get Status()
K-T Process Write K-T Process Statement()
K-T Process Read K-T Process Statement()
K-T Process Set K-T Process Statement Edited()
K-T Process Get K-T Process Statement Edited()
K-T Process Write K-T Process Background()
K-T Process Read K-T Process Background()
K-T Process Set K-T Process Background Edited()
K-T Process Get K-T Process Background Edited()
to
Fig. 47-2
K-T Process Case Team Membership
(from K-T Processes)
K-T Process Case Type
K-T Process Case Identification
K-T Process Case Team Member Identification
K-T Process Case Team Membership Status Identification
K-T Process Case Team Member Notes
to
Fig. 47-2
Potential Problem Analysis Item Contingency Action Preparatory Actions
Potential Problem Analysis Item Contingency Action Preparatory Action Identification
Potential Problem Analysis Item Contingency Action Preparatory Action Description
Potential Problem Analysis Item Contingency Action Identification
Marked for Taking the Action

Fig. 47-1

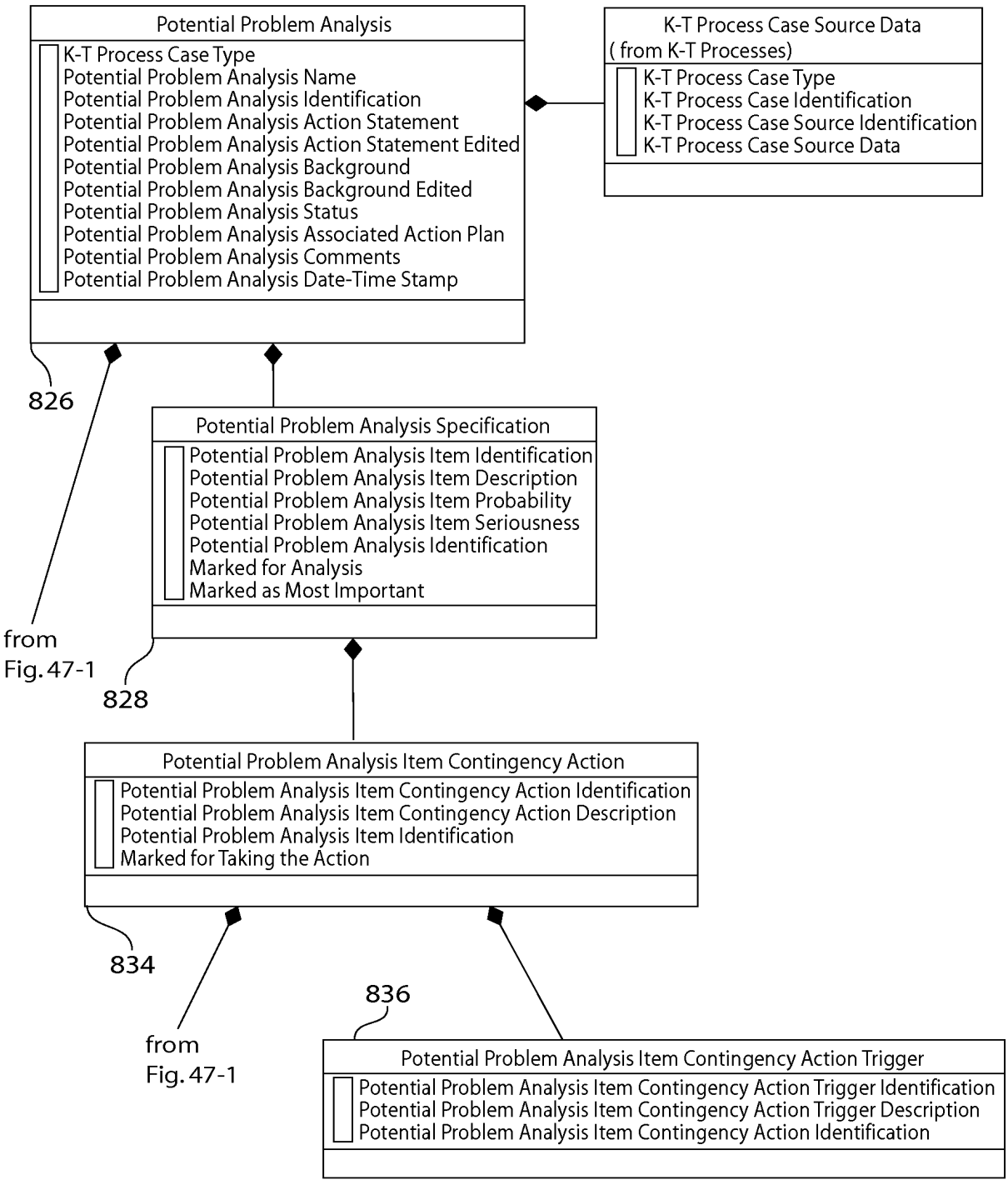

Potential Problem Analysis
K-T Process Case Type
Potential Problem Analysis Name
Potential Problem Analysis Identification
Potential Problem Analysis Action Statement
Potential Problem Analysis Action Statement Edited
Potential Problem Analysis Background
Potential Problem Analysis Background Edited
Potential Problem Analysis Status
Potential Problem Analysis Associated Action Plan
Potential Problem Analysis Comments
Potential Problem Analysis Date-Time Stamp
K-T Process Case Source Data
(from K-T Processes)
K-T Process Case Type
K-T Process Case Identification
K-T Process Case Source Identification
K-T Process Case Source Data
826
Potential Problem Analysis Specification
Potential Problem Analysis Item Identification
Potential Problem Analysis Item Description
Potential Problem Analysis Item Probability
Potential Problem Analysis Item Seriousness
Potential Problem Analysis Identification
Marked for Analysis
Marked as Most Important
from
Fig. 47-1
828
Potential Problem Analysis Item Contingency Action
Potential Problem Analysis Item Contingency Action Identification
Potential Problem Analysis Item Contingency Action Description
Potential Problem Analysis Item Identification
Marked for Taking the Action
834
836
from
Fig. 47-1
Potential Problem Analysis Item Contingency Action Trigger
Potential Problem Analysis Item Contingency Action Trigger Identification
Potential Problem Analysis Item Contingency Action Trigger Description
Potential Problem Analysis Item Contingency Action Identification

Fig. 47-2

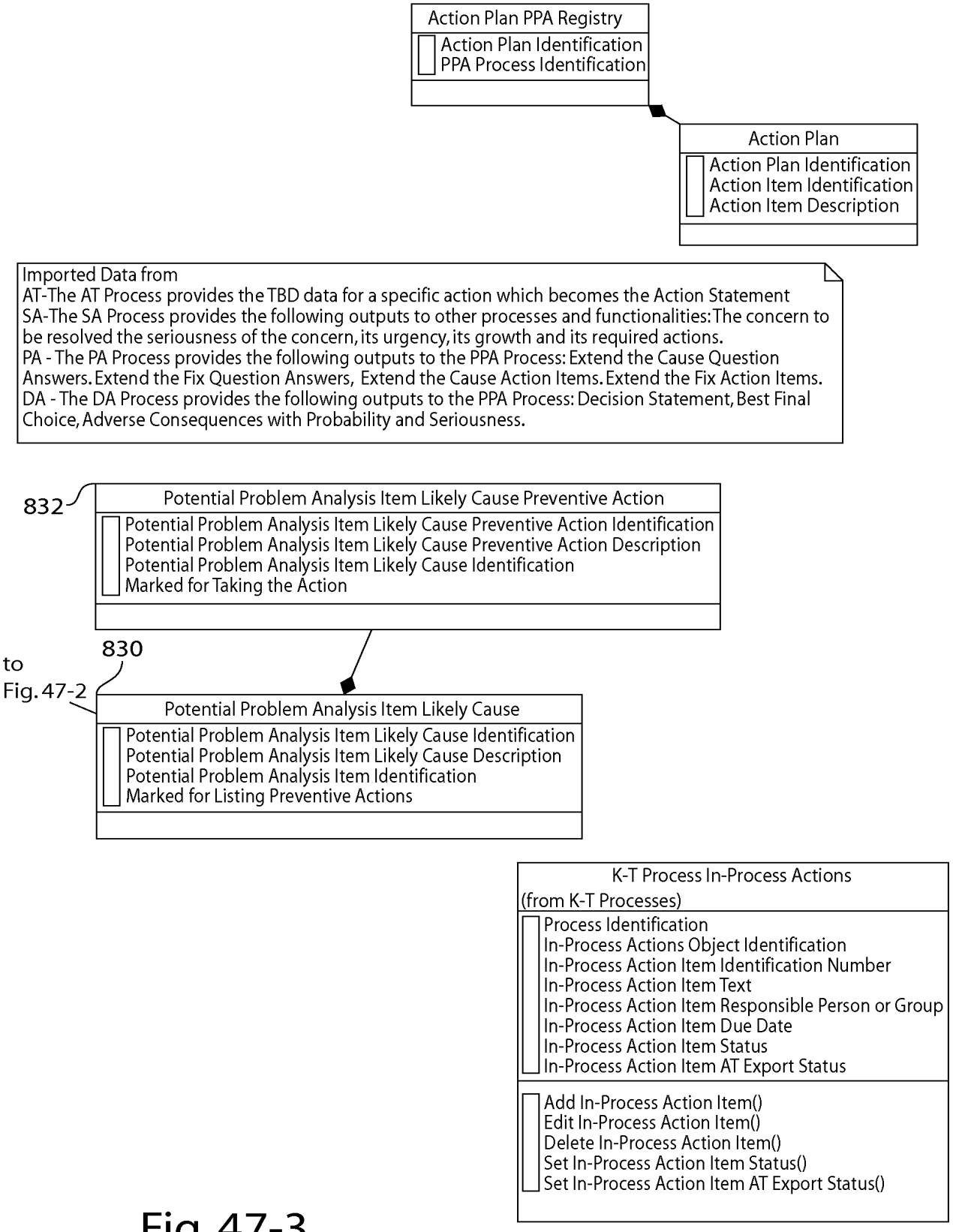

Action Plan PPA Registry
Action Plan Identification
PPA Process Identification
Action Plan
Action Plan Identification
Action Item Identification
Action Item Description
Imported Data from
AT-The AT Process provides the TBD data for a specific action which becomes the Action Statement
SA-The SA Process provides the following outputs to other processes and functionalities: The concern to be resolved the seriousness of the concern, its urgency, its growth and its required actions.
PA - The PA Process provides the following outputs to the PPA Process: Extend the Cause Question Answers. Extend the Fix Question Answers, Extend the Cause Action Items. Extend the Fix Action Items.
DA - The DA Process provides the following outputs to the PPA Process: Decision Statement, Best Final Choice, Adverse Consequences with Probability and Seriousness.
832
Potential Problem Analysis Item Likely Cause Preventive Action
Potential Problem Analysis Item Likely Cause Preventive Action Identification
Potential Problem Analysis Item Likely Cause Preventive Action Description
Potential Problem Analysis Item Likely Cause Identification
Marked for Taking the Action
830
to
Fig. 47-2
Potential Problem Analysis Item Likely Cause
Potential Problem Analysis Item Likely Cause Identification
Potential Problem Analysis Item Likely Cause Description
Potential Problem Analysis Item Identification
Marked for Listing Preventive Actions
K-T Process In-Process Actions
(from K-T Processes)
Process Identification
In-Process Actions Object Identification
In-Process Action Item Identification Number
In-Process Action Item Text
In-Process Action Item Responsible Person or Group
In-Process Action Item Due Date
In-Process Action Item Status
In-Process Action Item AT Export Status
Add In-Process Action Item()
Edit In-Process Action Item()
Delete In-Process Action Item()
Set In-Process Action Item Status()
Set In-Process Action Item AT Export Status()

Fig. 47-3

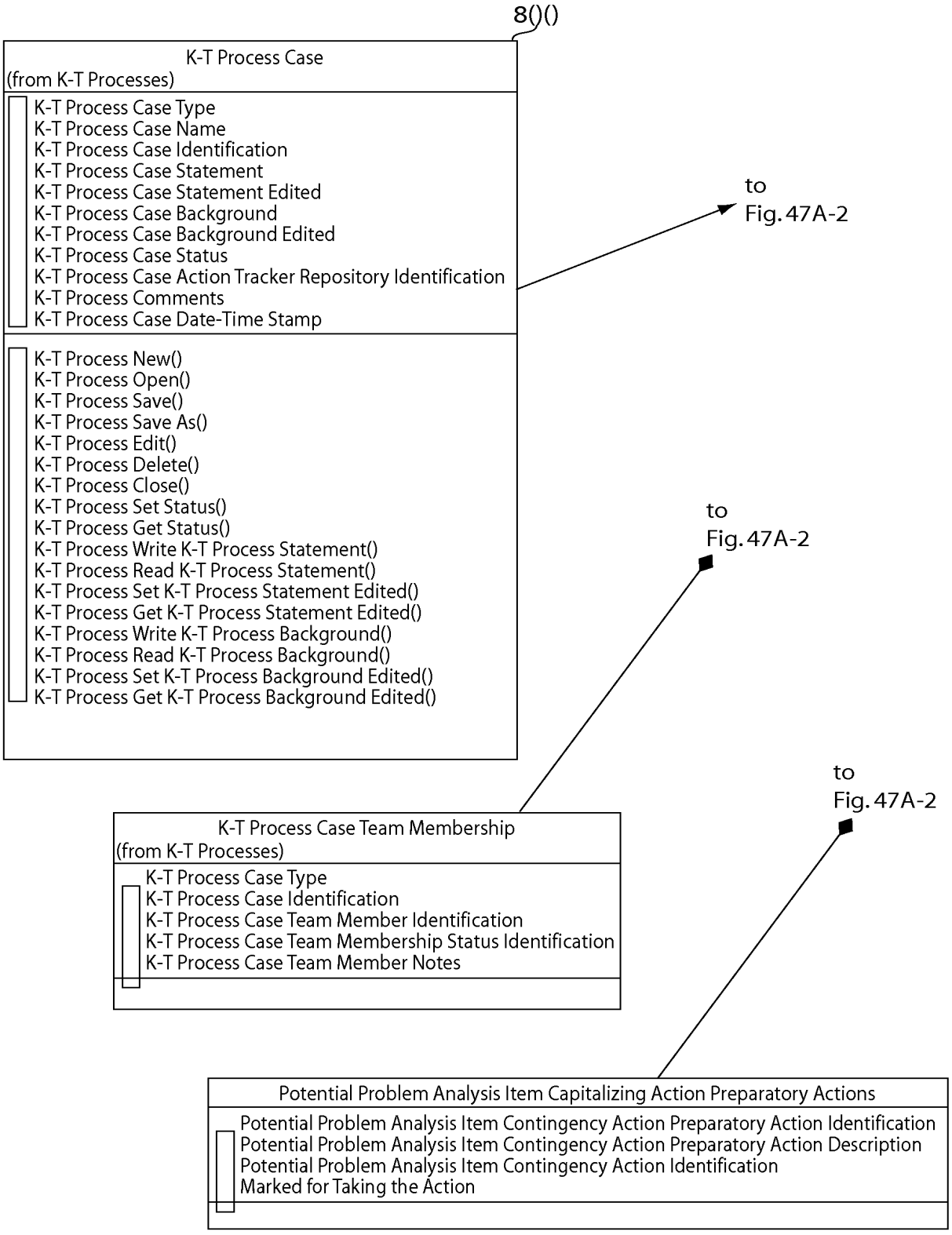

8()()
K-T Process Case
(from K-T Processes)
K-T Process Case Type
K-T Process Case Name
K-T Process Case Identification
K-T Process Case Statement
K-T Process Case Statement Edited
K-T Process Case Background
K-T Process Case Background Edited
K-T Process Case Status
K-T Process Case Action Tracker Repository Identification
K-T Process Comments
K-T Process Case Date-Time Stamp
K-T Process New()
K-T Process Open()
K-T Process Save()
K-T Process Save As()
K-T Process Edit()
K-T Process Delete()
K-T Process Close()
K-T Process Set Status()
K-T Process Get Status()
K-T Process Write K-T Process Statement()
K-T Process Read K-T Process Statement()
K-T Process Set K-T Process Statement Edited()
K-T Process Get K-T Process Statement Edited()
K-T Process Write K-T Process Background()
K-T Process Read K-T Process Background()
K-T Process Set K-T Process Background Edited()
K-T Process Get K-T Process Background Edited()
to
Fig. 47A-2
to
Fig. 47A-2
to
Fig. 47A-2
K-T Process Case Team Membership
(from K-T Processes)
K-T Process Case Type
K-T Process Case Identification
K-T Process Case Team Member Identification
K-T Process Case Team Membership Status Identification
K-T Process Case Team Member Notes
Potential Problem Analysis Item Capitalizing Action Preparatory Actions
Potential Problem Analysis Item Contingency Action Preparatory Action Identification
Potential Problem Analysis Item Contingency Action Preparatory Action Description
Potential Problem Analysis Item Contingency Action Identification
Marked for Taking the Action

Fig. 47A-1

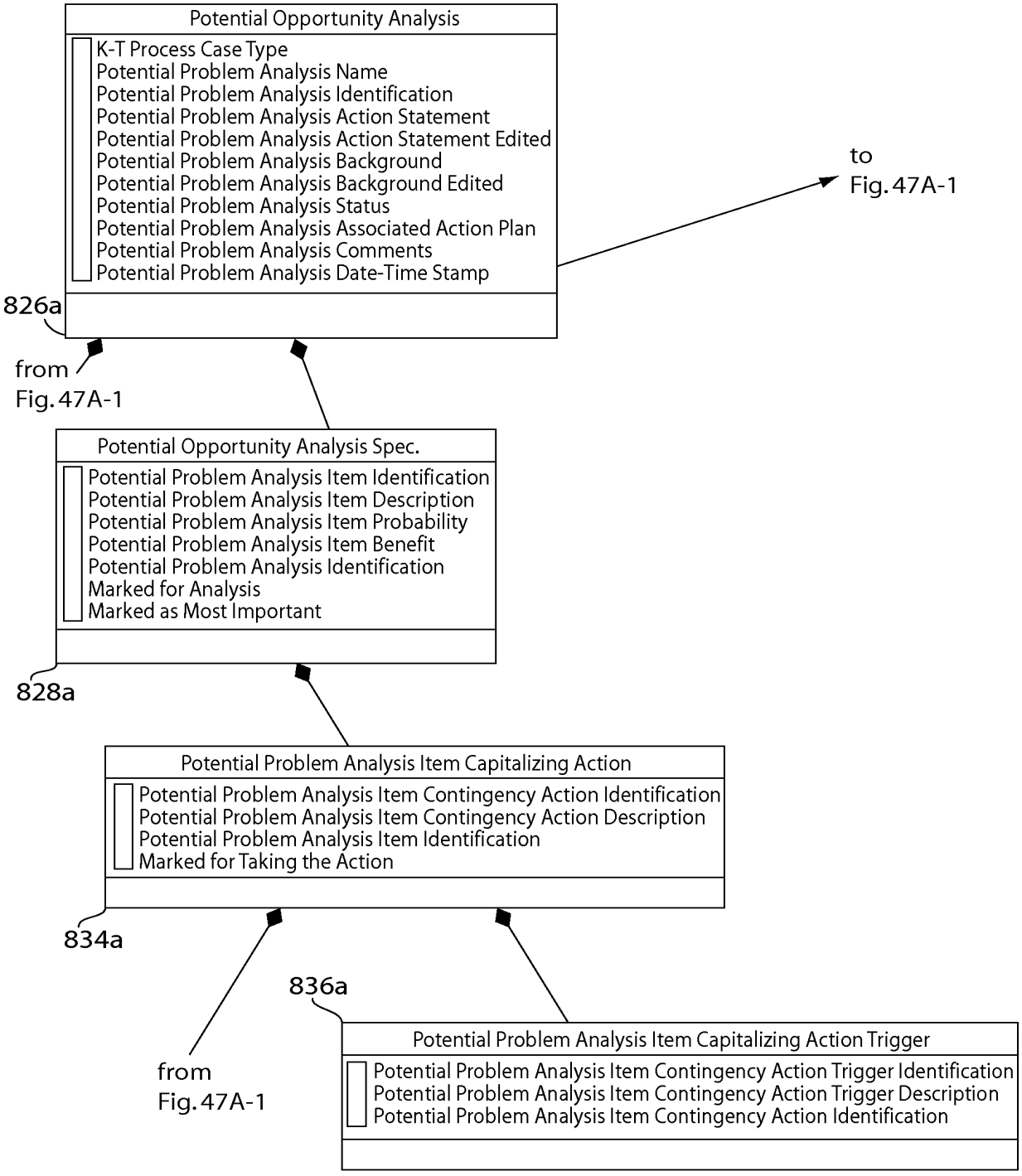

Potential Opportunity Analysis
K-T Process Case Type
Potential Problem Analysis Name
Potential Problem Analysis Identification
Potential Problem Analysis Action Statement
Potential Problem Analysis Action Statement Edited
Potential Problem Analysis Background
Potential Problem Analysis Background Edited
Potential Problem Analysis Status
Potential Problem Analysis Associated Action Plan
Potential Problem Analysis Comments
Potential Problem Analysis Date-Time Stamp
to
Fig. 47A-1
826a
from
Fig. 47A-1
Potential Opportunity Analysis Spec.
Potential Problem Analysis Item Identification
Potential Problem Analysis Item Description
Potential Problem Analysis Item Probability
Potential Problem Analysis Item Benefit
Potential Problem Analysis Identification
Marked for Analysis
Marked as Most Important
828a
Potential Problem Analysis Item Capitalizing Action
Potential Problem Analysis Item Contingency Action Identification
Potential Problem Analysis Item Contingency Action Description
Potential Problem Analysis Item Identification
Marked for Taking the Action
834a
836a
from
Fig. 47A-1
Potential Problem Analysis Item Capitalizing Action Trigger
Potential Problem Analysis Item Contingency Action Trigger Identification
Potential Problem Analysis Item Contingency Action Trigger Description
Potential Problem Analysis Item Contingency Action Identification

Fig. 47A-2

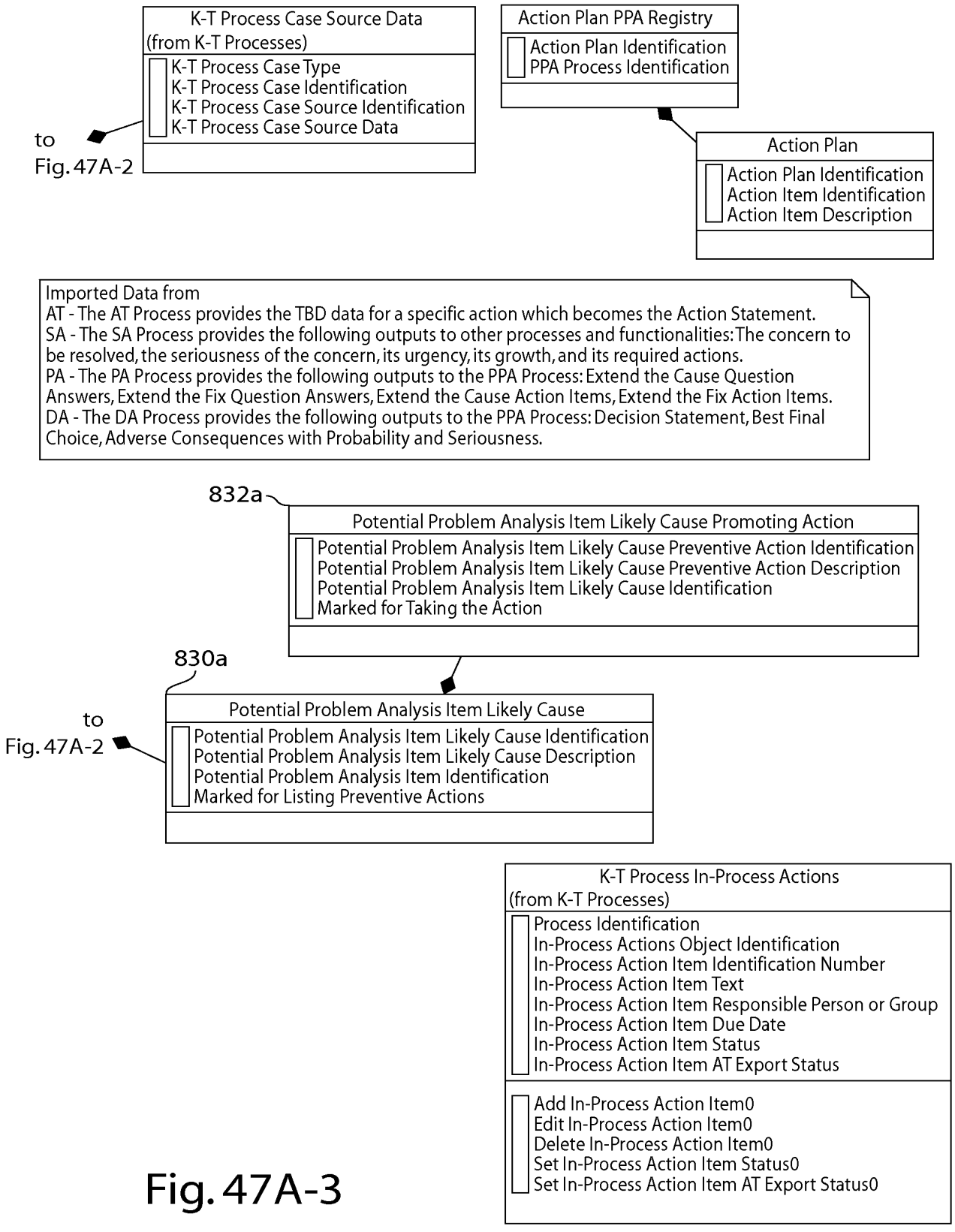

K-T Process Case Source Data
(from K-T Processes)
K-T Process Case Type
K-T Process Case Identification
K-T Process Case Source Identification
K-T Process Case Source Data
to
Fig. 47A-2
Action Plan PPA Registry
Action Plan Identification
PPA Process Identification
Action Plan
Action Plan Identification
Action Item Identification
Action Item Description
Imported Data from
AT - The AT Process provides the TBD data for a specific action which becomes the Action Statement.
SA - The SA Process provides the following outputs to other processes and functionalities: The concern to be resolved, the seriousness of the concern, its urgency, its growth, and its required actions.
PA - The PA Process provides the following outputs to the PPA Process: Extend the Cause Question Answers, Extend the Fix Question Answers, Extend the Cause Action Items, Extend the Fix Action Items.
DA - The DA Process provides the following outputs to the PPA Process: Decision Statement, Best Final Choice, Adverse Consequences with Probability and Seriousness.
832a
Potential Problem Analysis Item Likely Cause Promoting Action
Potential Problem Analysis Item Likely Cause Preventive Action Identification
Potential Problem Analysis Item Likely Cause Preventive Action Description
Potential Problem Analysis Item Likely Cause Identification
Marked for Taking the Action
830a
to
Fig. 47A-2
Potential Problem Analysis Item Likely Cause
Potential Problem Analysis Item Likely Cause Identification
Potential Problem Analysis Item Likely Cause Description
Potential Problem Analysis Item Identification
Marked for Listing Preventive Actions
K-T Process In-Process Actions
(from K-T Processes)
Process Identification
In-Process Actions Object Identification
In-Process Action Item Identification Number
In-Process Action Item Text
In-Process Action Item Responsible Person or Group
In-Process Action Item Due Date
In-Process Action Item Status
In-Process Action Item AT Export Status
Add In-Process Action Item0
Edit In-Process Action Item0
Delete In-Process Action Item0
Set In-Process Action Item Status0
Set In-Process Action Item AT Export Status0

Fig. 47A-3

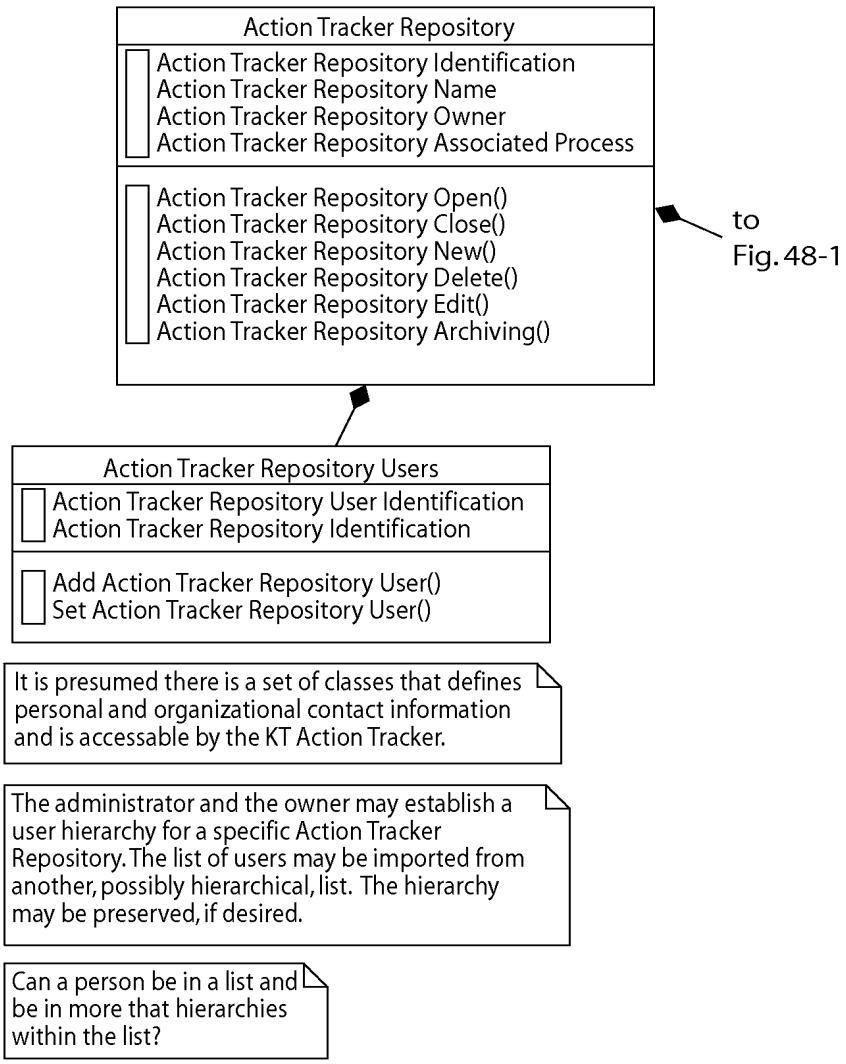

Action Tracker Repository
Action Tracker Repository Identification
Action Tracker Repository Name
Action Tracker Repository Owner
Action Tracker Repository Associated Process
Action Tracker Repository Open()
Action Tracker Repository Close()
Action Tracker Repository New()
Action Tracker Repository Delete()
Action Tracker Repository Edit()
Action Tracker Repository Archiving()
to
Fig. 48-1
Action Tracker Repository Users
Action Tracker Repository User Identification
Action Tracker Repository Identification
Add Action Tracker Repository User()
Set Action Tracker Repository User()
It is presumed there is a set of classes that defines personal and organizational contact information and is accessable by the KT Action Tracker.
The administrator and the owner may establish a user hierarchy for a specific Action Tracker Repository. The list of users may be imported from another, possibly hierarchical, list. The hierarchy may be preserved, if desired.
Can a person be in a list and be in more that hierarchies within the list?

Fig. 48-1

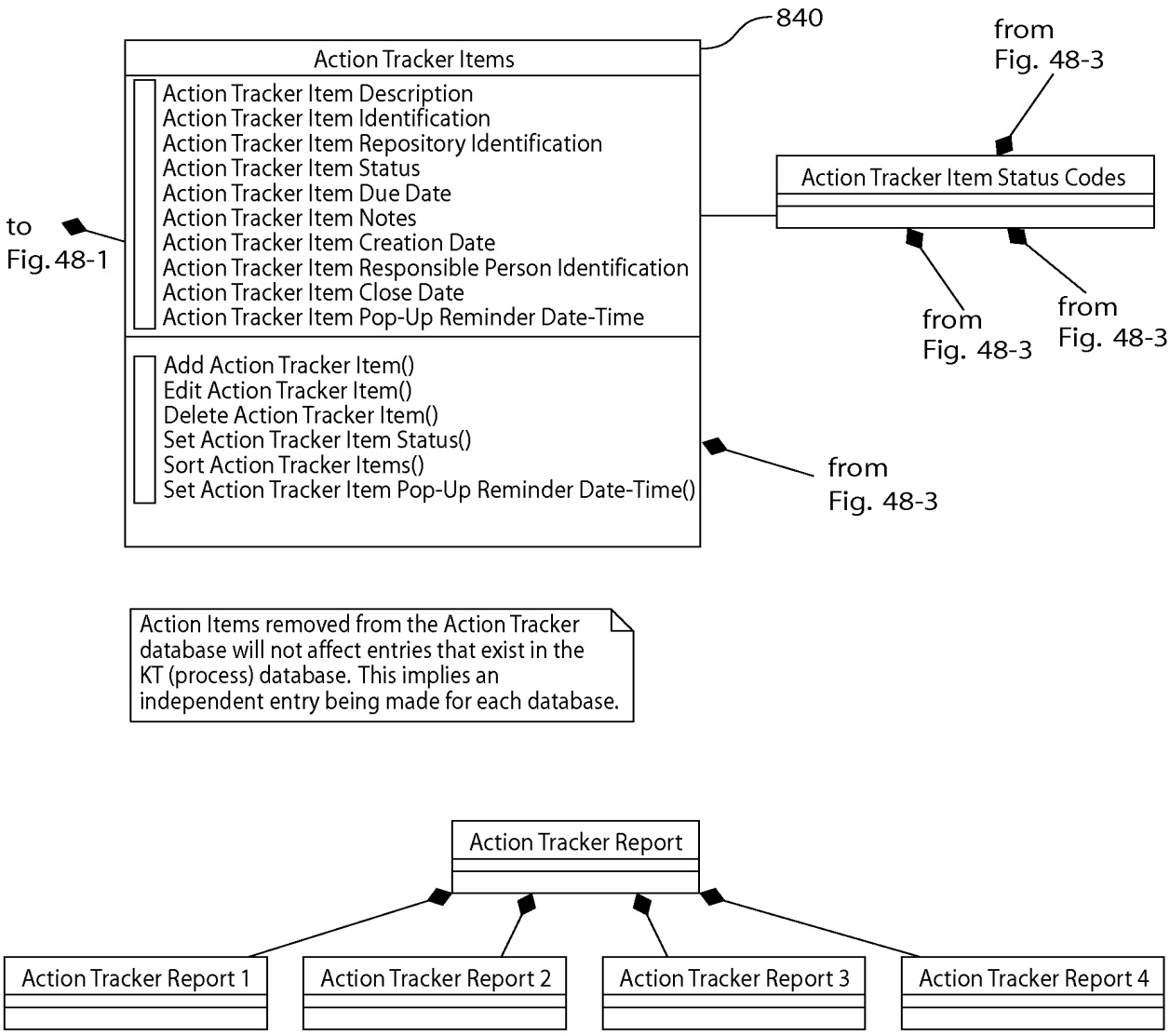

840
Action Tracker Items
Action Tracker Item Description
Action Tracker Item Identification
Action Tracker Item Repository Identification
Action Tracker Item Status
Action Tracker Item Due Date
Action Tracker Item Notes
Action Tracker Item Creation Date
Action Tracker Item Responsible Person Identification
Action Tracker Item Close Date
Action Tracker Item Pop-Up Reminder Date-Time
Add Action Tracker Item()
Edit Action Tracker Item()
Delete Action Tracker Item()
Set Action Tracker Item Status()
Sort Action Tracker Items()
Set Action Tracker Item Pop-Up Reminder Date-Time()
to Fig. 48-1
from Fig. 48-3
Action Tracker Item Status Codes
from Fig. 48-3
from Fig. 48-3
from Fig. 48-3
Action Items removed from the Action Tracker database will not affect entries that exist in the KT (process) database. This implies an independent entry being made for each database.
Action Tracker Report
Action Tracker Report 1
Action Tracker Report 2
Action Tracker Report 3
Action Tracker Report 4

Fig. 48-2

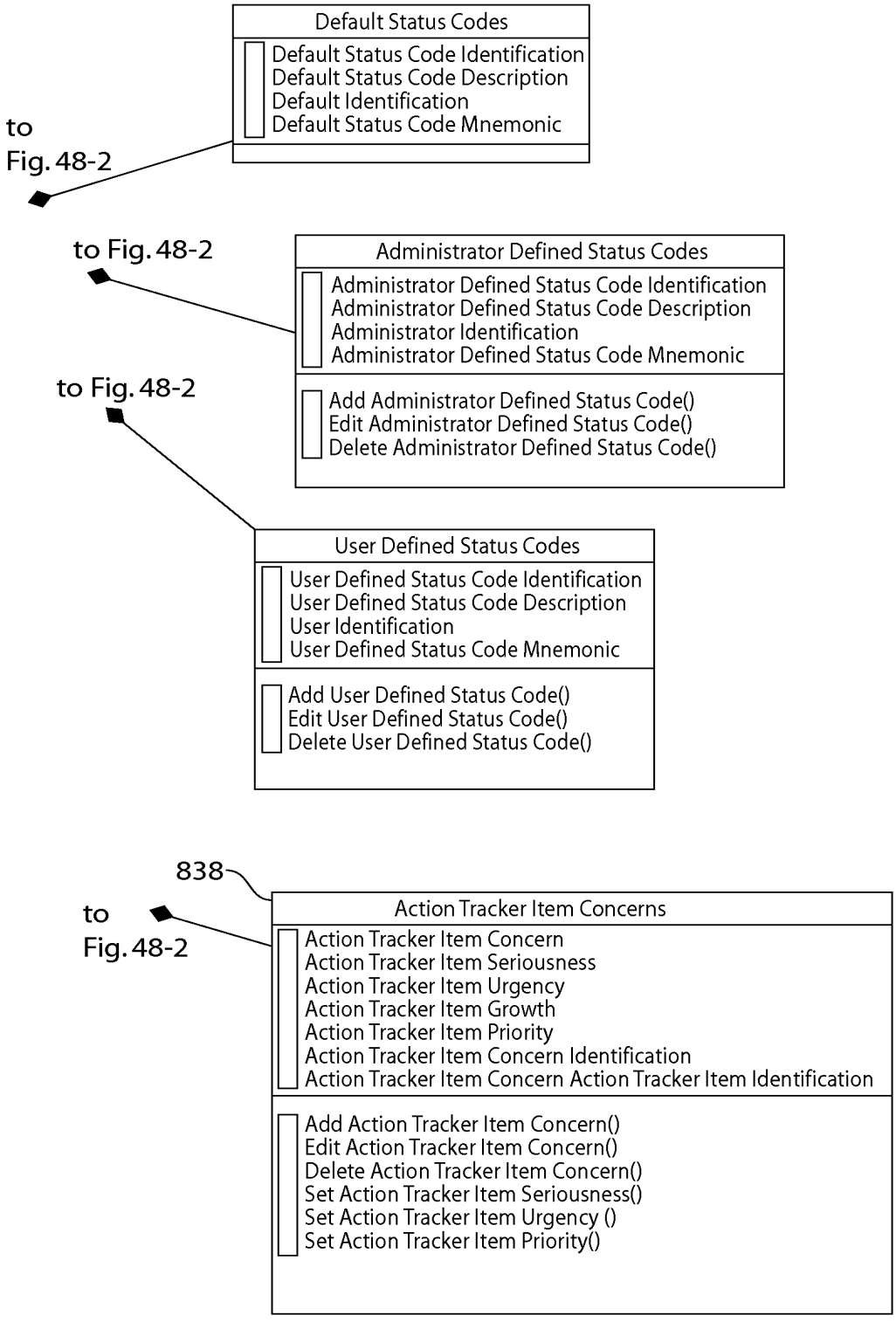

Default Status Codes
Default Status Code Identification
Default Status Code Description
Default Identification
Default Status Code Mnemonic
to
Fig. 48-2
to Fig. 48-2
Administrator Defined Status Codes
Administrator Defined Status Code Identification
Administrator Defined Status Code Description
Administrator Identification
Administrator Defined Status Code Mnemonic
Add Administrator Defined Status Code()
Edit Administrator Defined Status Code()
Delete Administrator Defined Status Code()
to Fig. 48-2
User Defined Status Codes
User Defined Status Code Identification
User Defined Status Code Description
User Identification
User Defined Status Code Mnemonic
Add User Defined Status Code()
Edit User Defined Status Code()
Delete User Defined Status Code()
838
to
Fig. 48-2
Action Tracker Item Concerns
Action Tracker Item Concern
Action Tracker Item Seriousness
Action Tracker Item Urgency
Action Tracker Item Growth
Action Tracker Item Priority
Action Tracker Item Concern Identification
Action Tracker Item Concern Action Tracker Item Identification
Add Action Tracker Item Concern()
Edit Action Tracker Item Concern()
Delete Action Tracker Item Concern()
Set Action Tracker Item Seriousness()
Set Action Tracker Item Urgency ()
Set Action Tracker Item Priority()

Fig. 48-3

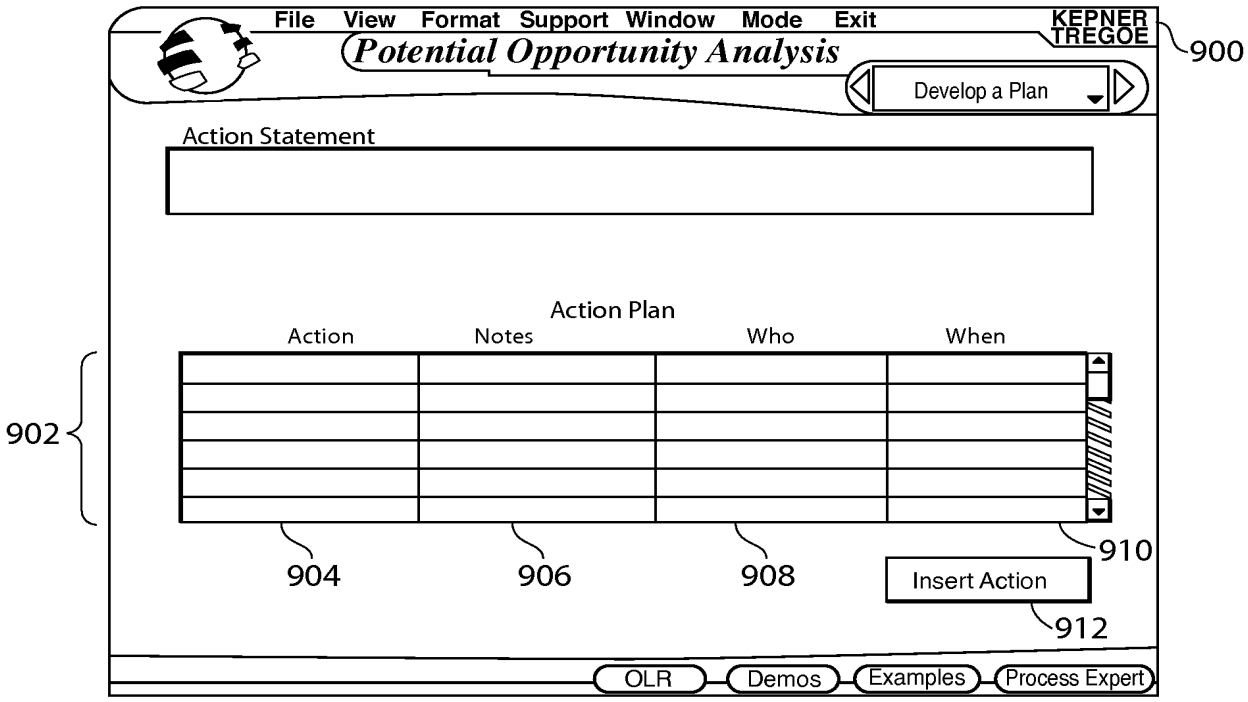

File View Format Support Window Mode Exit
KEPNER TREGOE
Potential Opportunity Analysis
Develop a Plan
900
Action Statement
Action Plan
Action
Notes
Who
When
902
904
906
908
910
Insert Action
912
OLR
Demos
Examples
Process Expert

Fig. 49

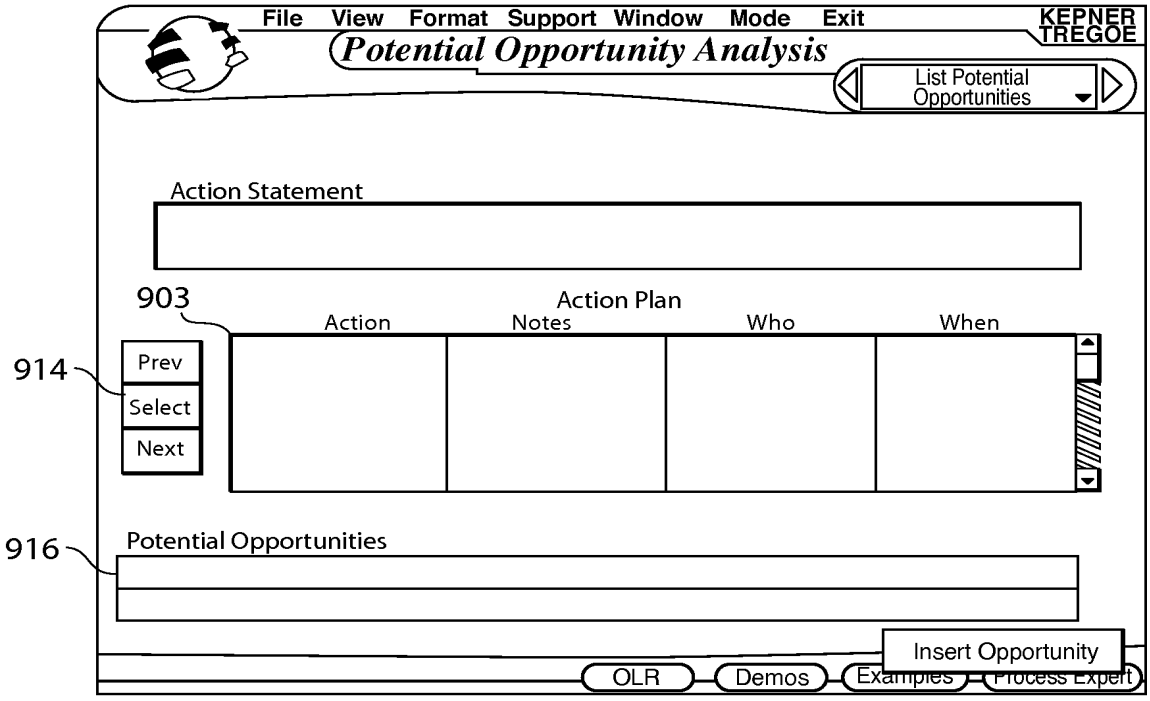

File View Format Support Window Mode Exit
KEPNER TREGOE
Potential Opportunity Analysis
List Potential Opportunities
Action Statement
903
Action Plan
Action
Notes
Who
When
914
Prev
Select
Next
916
Potential Opportunities
Insert Opportunity
OLR
Demos
Examples
Process Expert

Fig. 50

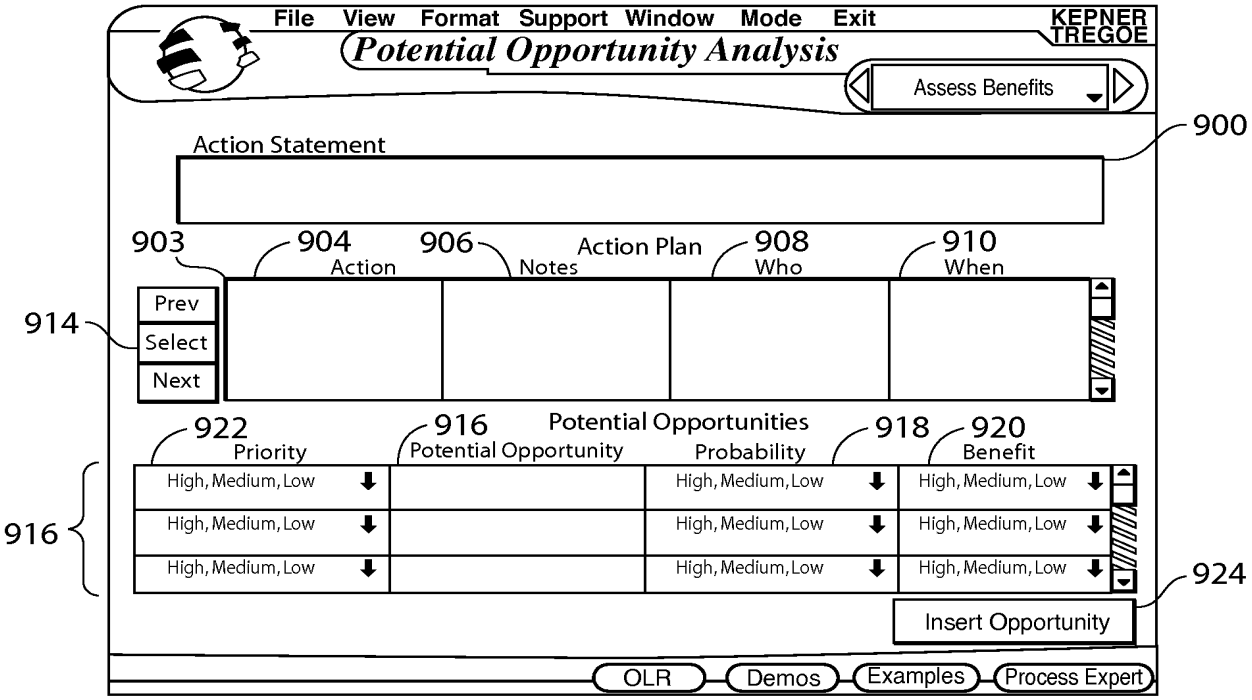

File View Format Support Window Mode Exit
KEPNER TREGOE
Potential Opportunity Analysis
Assess Benefits
900
Action Statement
903
904 Action
906 Notes
Action Plan
908 Who
910 When
914
Prev
Select
Next
922 Priority
916 Potential Opportunity
Potential Opportunities
918 Probability
920 Benefit
916
High, Medium, Low
924
Insert Opportunity
OLR
Demos
Examples
Process Expert

Fig. 51

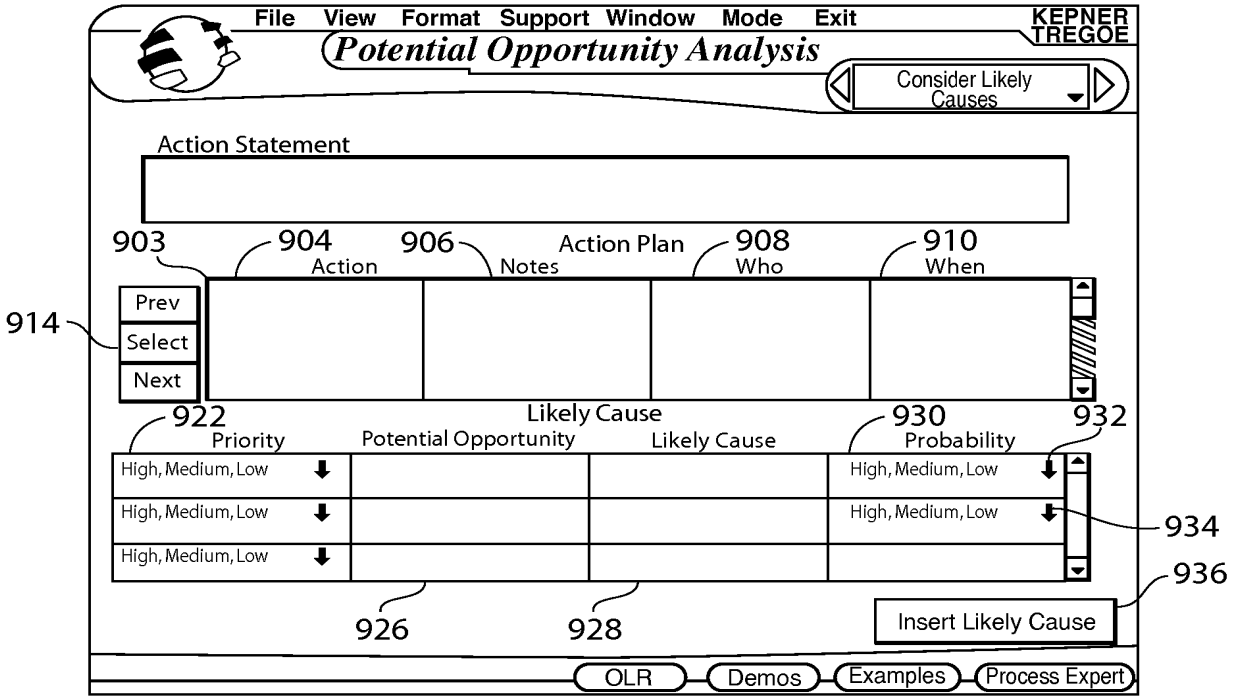

File View Format Support Window Mode Exit
KEPNER TREGOE
Potential Opportunity Analysis
Consider Likely Causes
Action Statement
903
904 Action
906 Notes
Action Plan
908 Who
910 When
914
Prev
Select
Next
922 Priority
Likely Cause
930 Probability
932
Potential Opportunity
Likely Cause
High, Medium, Low
934
936
926
928
Insert Likely Cause
OLR
Demos
Examples
Process Expert

Fig. 52

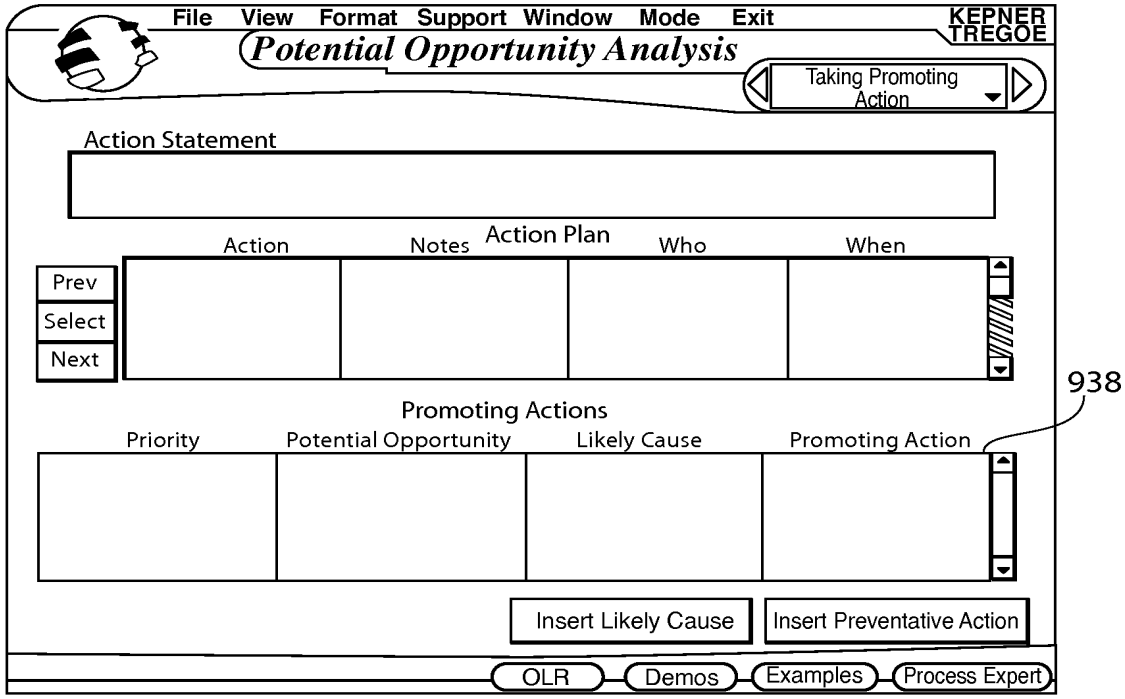

File View Format Support Window Mode Exit
KEPNER TREGOE
Potential Opportunity Analysis
Taking Promoting Action
Action Statement
Action Plan
Action
Notes
Who
When
Prev
Select
Next
938
Promoting Actions
Priority
Potential Opportunity
Likely Cause
Promoting Action
Insert Likely Cause
Insert Preventative Action
OLR
Demos
Examples
Process Expert

Fig. 53

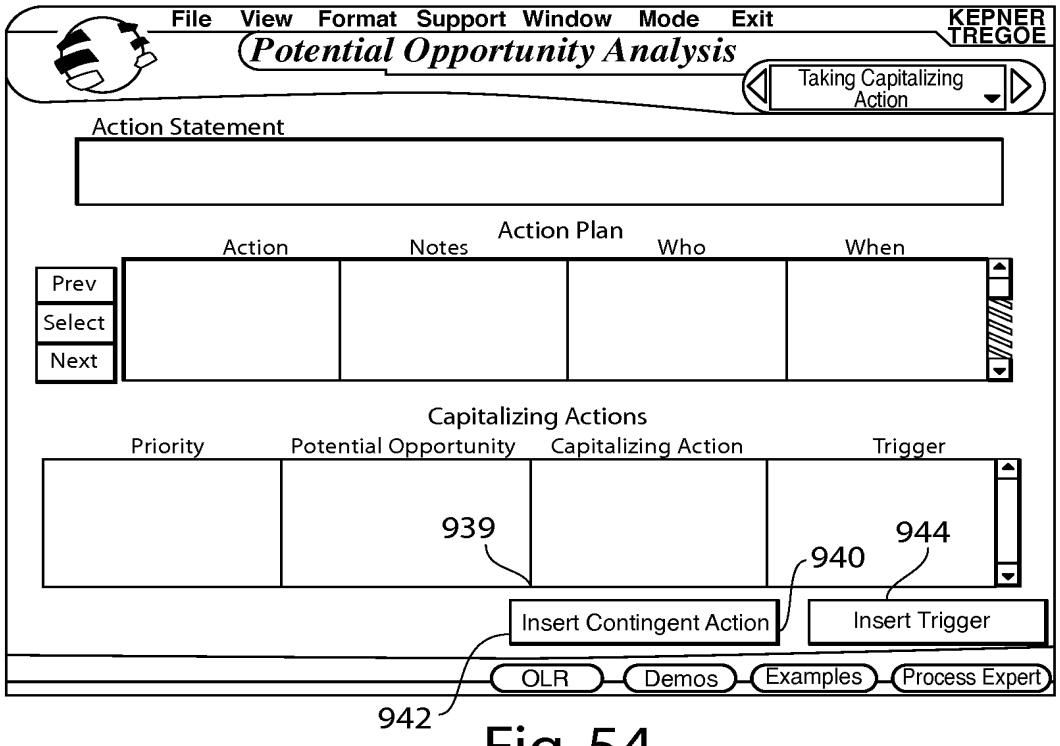

File View Format Support Window Mode Exit
KEPNER TREGOE
Potential Opportunity Analysis
Taking Capitalizing Action
Action Statement
Action Plan
Action
Notes
Who
When
Prev
Select
Next
Capitalizing Actions
Priority
Potential Opportunity
Capitalizing Action
Trigger
939
940
944
Insert Contingent Action
Insert Trigger
OLR
Demos
Examples
Process Expert
942

Fig. 54

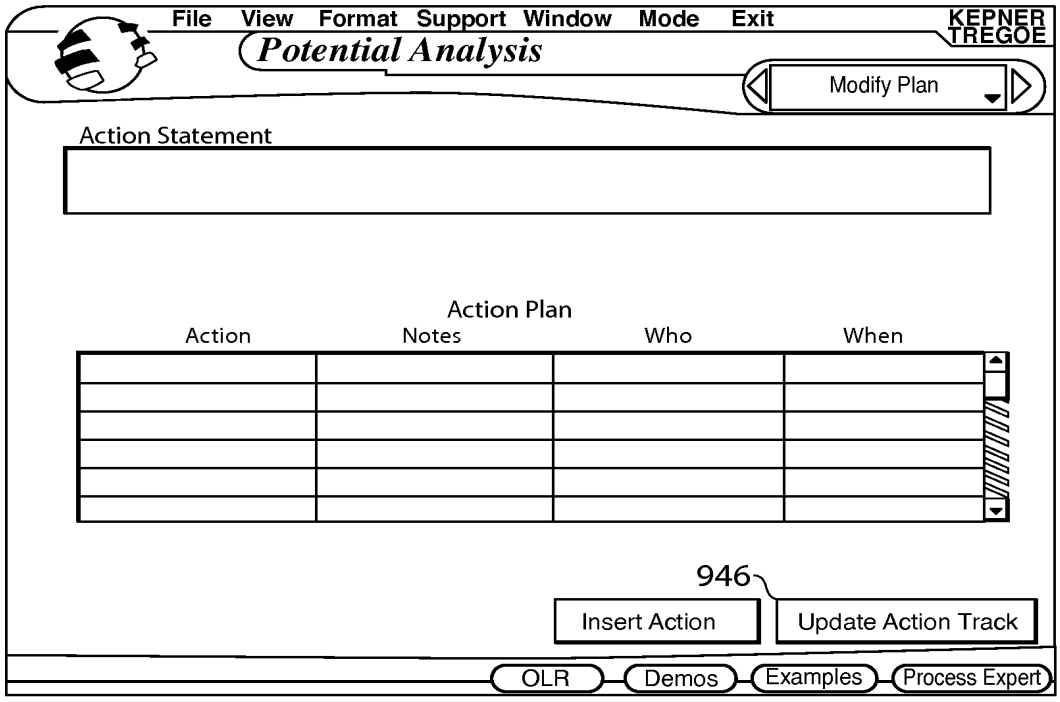

File View Format Support Window Mode Exit
KEPNER TREGOE
Potential Analysis
Modify Plan
Action Statement
Action Plan
Action
Notes
Who
When
946
Insert Action
Update Action Track
OLR
Demos
Examples
Process Expert

Fig. 55

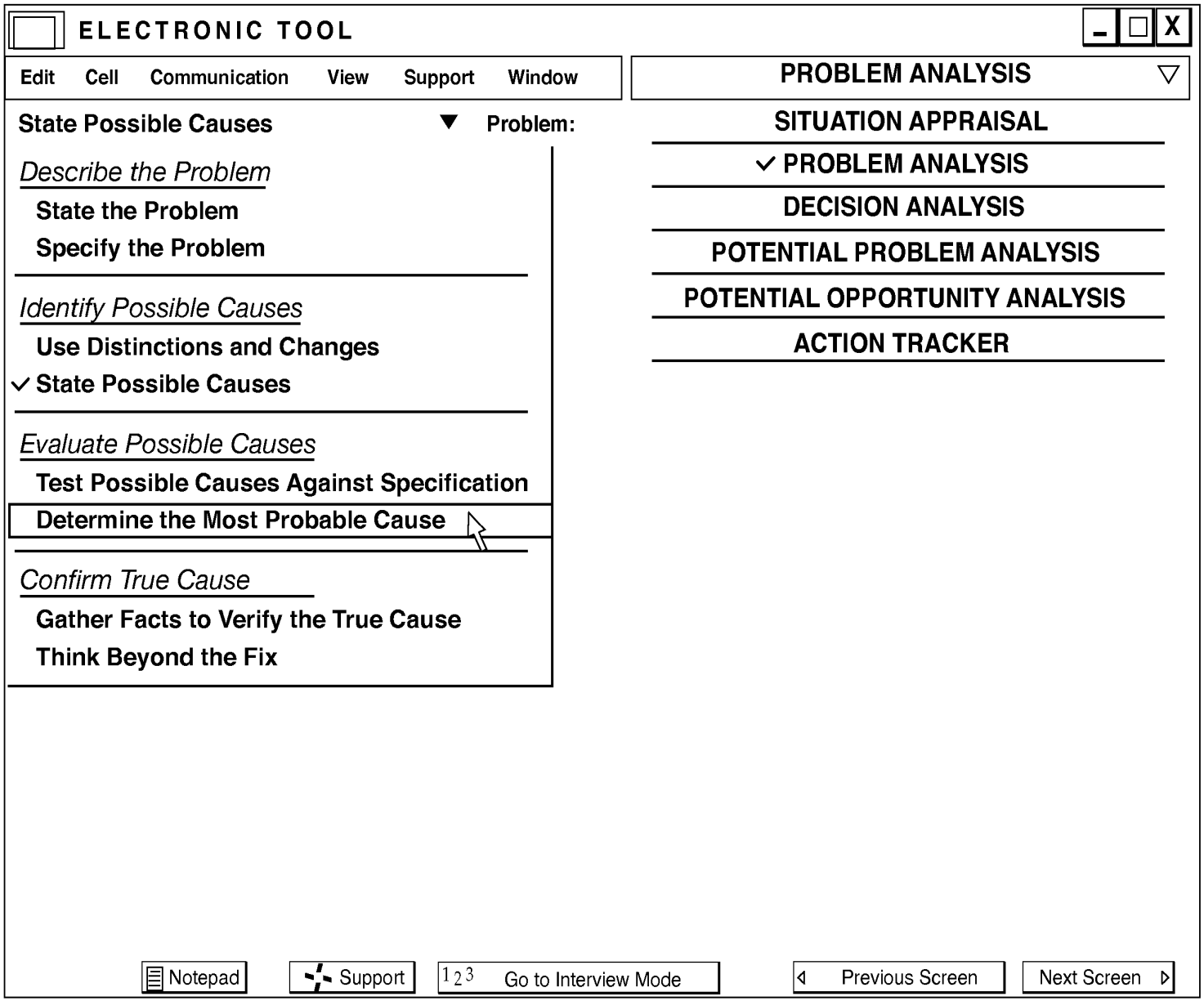

ELECTRONIC TOOL
Edit
Cell
Communication
View
Support
Window
PROBLEM ANALYSIS
State Possible Causes
Problem:
SITUATION APPRAISAL
PROBLEM ANALYSIS
DECISION ANALYSIS
POTENTIAL PROBLEM ANALYSIS
POTENTIAL OPPORTUNITY ANALYSIS
ACTION TRACKER
Describe the Problem
State the Problem
Specify the Problem
Identify Possible Causes
Use Distinctions and Changes
State Possible Causes
Evaluate Possible Causes
Test Possible Causes Against Specification
Determine the Most Probable Cause
Confirm True Cause
Gather Facts to Verify the True Cause
Think Beyond the Fix
Notepad
Support
Go to Interview Mode
Previous Screen
Next Screen

Fig. 56

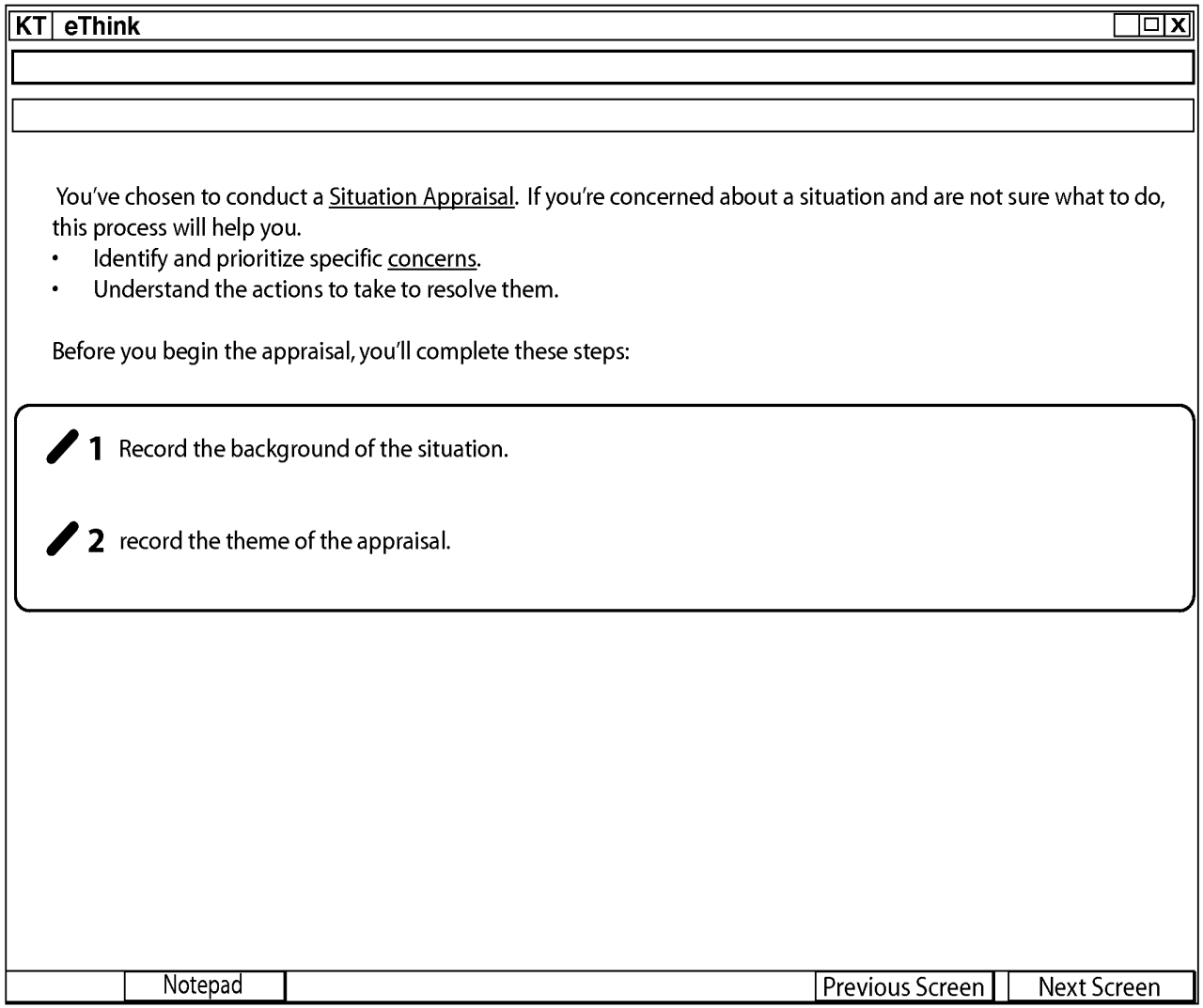

KT eThink
You've chosen to conduct a Situation Appraisal. If you're concerned about a situation and are not sure what to do, this process will help you.
• Identify and prioritize specific concerns.
• Understand the actions to take to resolve them.
Before you begin the appraisal, you'll complete these steps:
1 Record the background of the situation.
2 record the theme of the appraisal.
Notepad
Previous Screen
Next Screen

Fig. 57

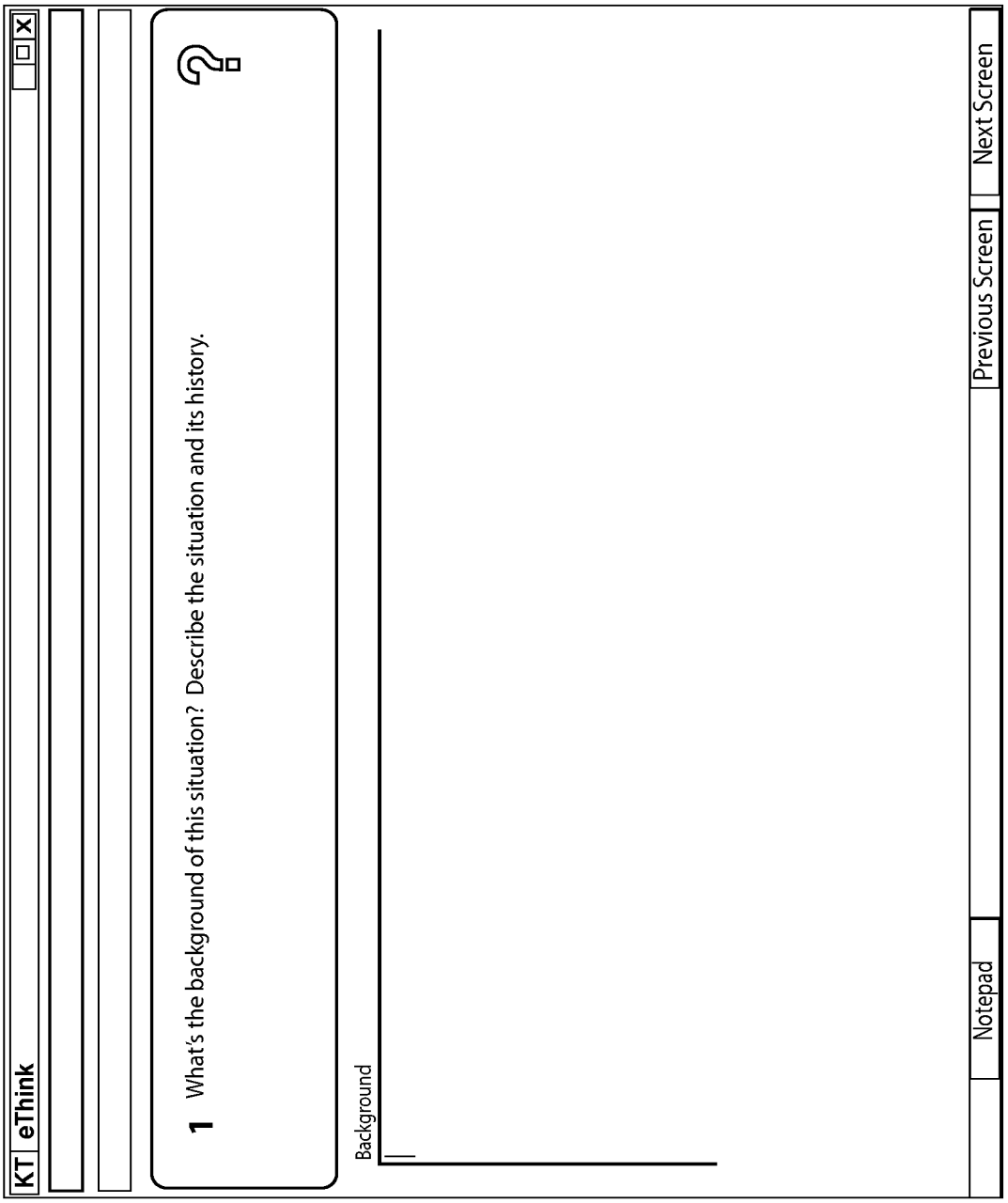

KT eThink
1 What's the background of this situation? Describe the situation and its history.
Background
Notepad
Previous Screen
Next Screen

Fig. 58

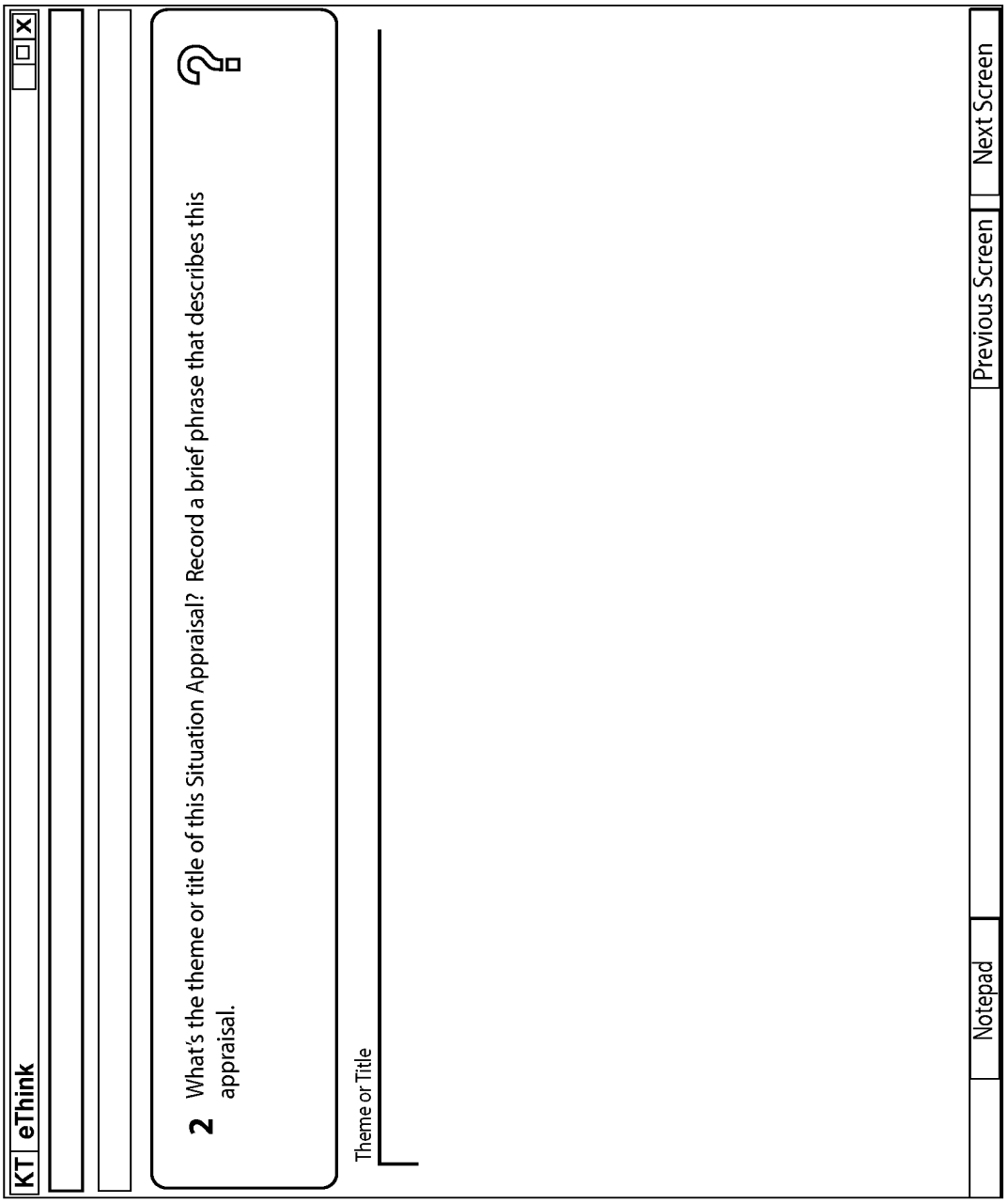

KT eThink
2 What's the theme or title of this Situation Appraisal? Record a brief phrase that describes this appraisal.
Theme or Title
Notepad
Previous Screen
Next Screen

Fig. 59

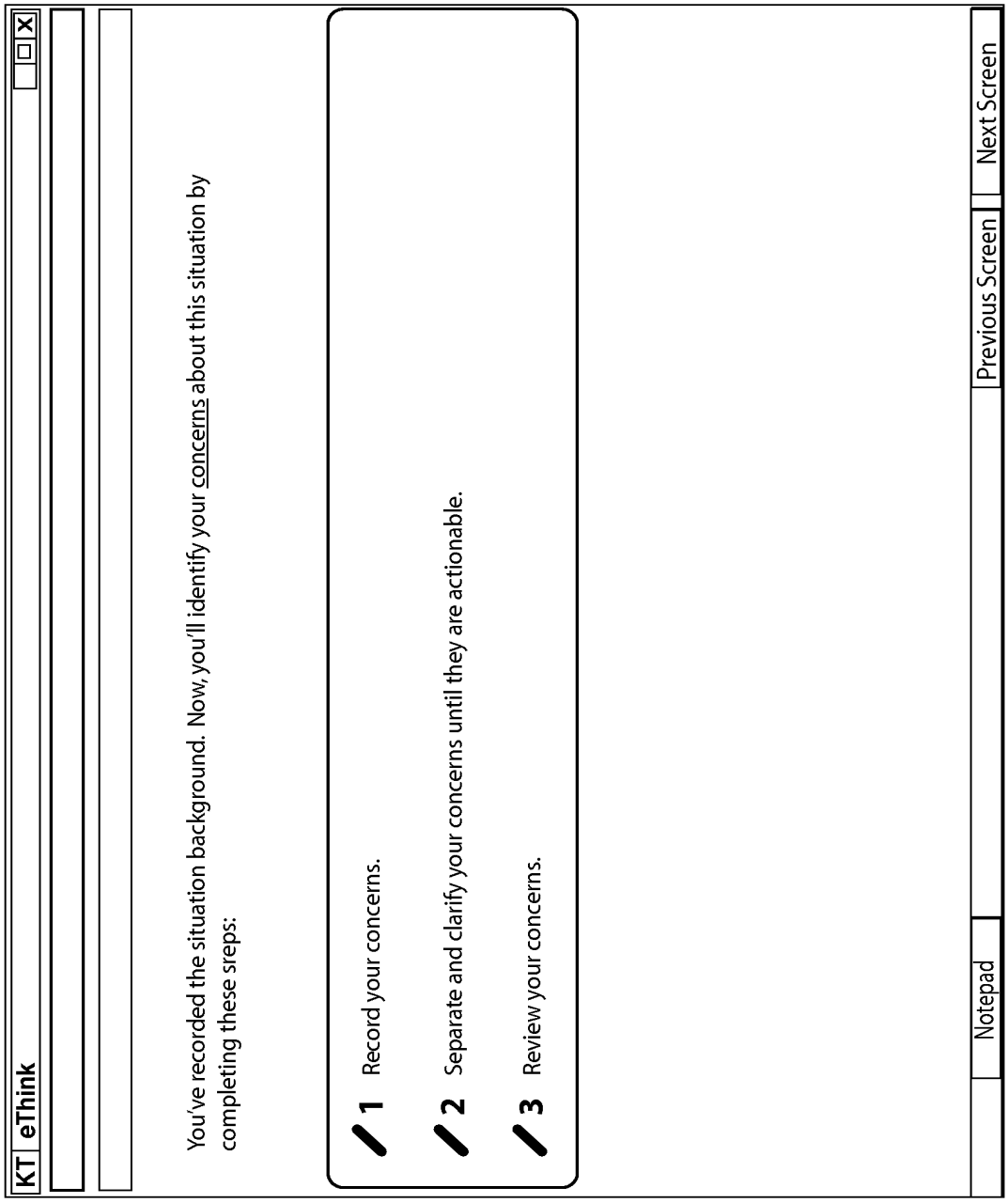

KT eThink
You've recorded the situation background. Now, you'll identify your concerns about this situation by completing these sreps:
1 Record your concerns.
2 Separate and clarify your concerns until they are actionable.
3 Review your concerns.
Notepad
Previous Screen
Next Screen

Fig. 60

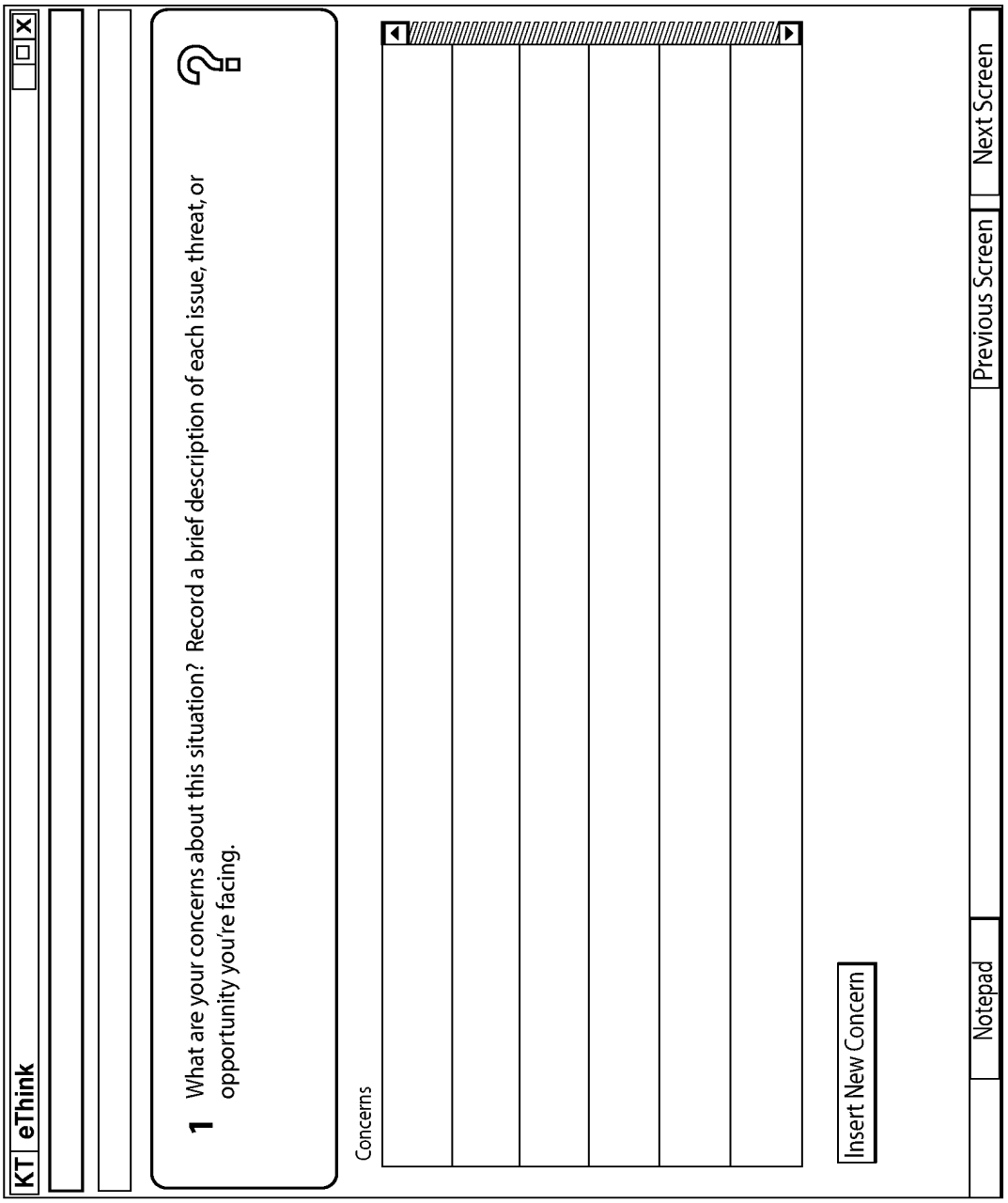

KT eThink
1 What are your concerns about this situation? Record a brief description of each issue, threat, or opportunity you're facing.
Concerns
Insert New Concern
Notepad
Previous Screen
Next Screen

Fig. 61

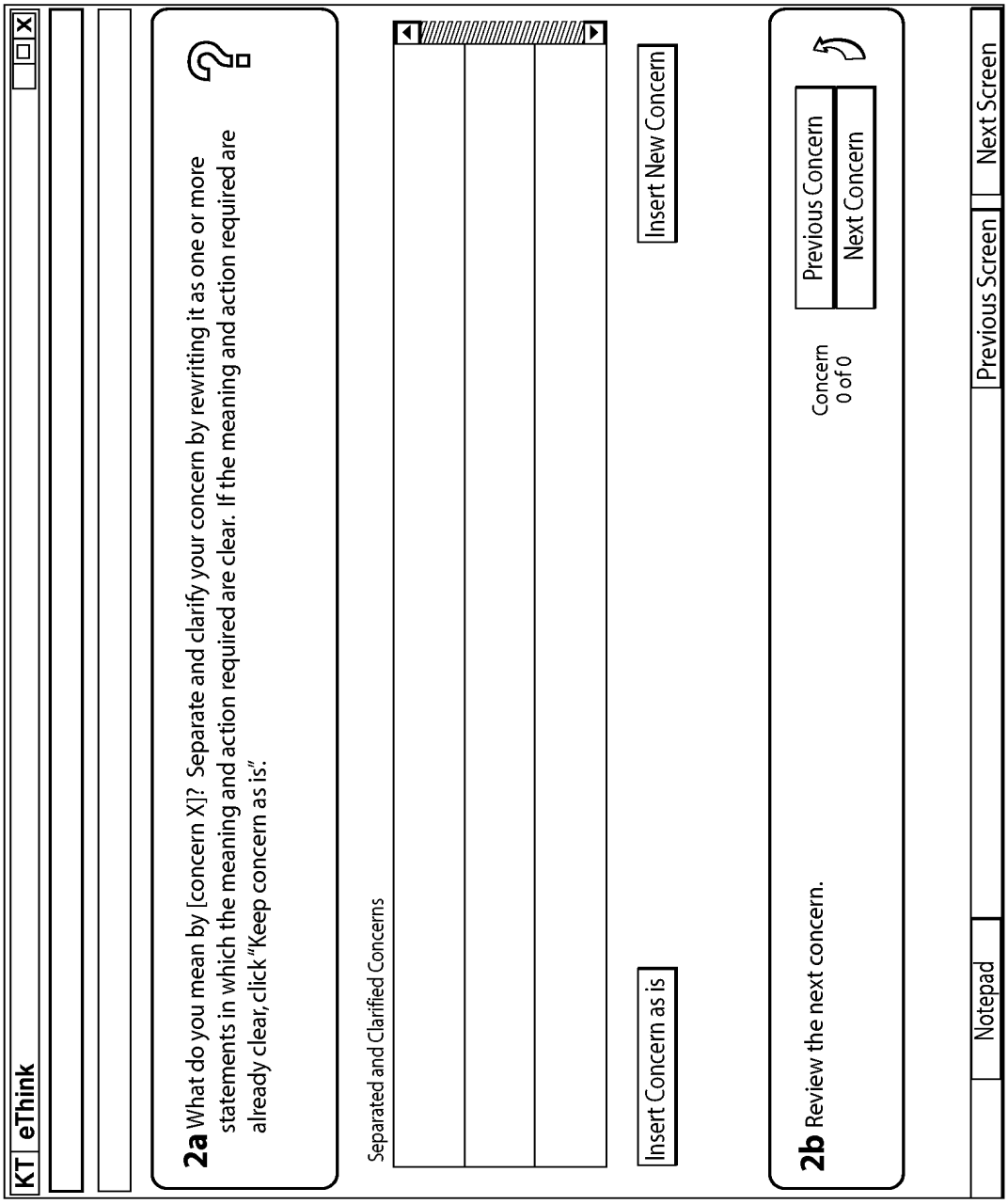

KT eThink
2a What do you mean by [concern X]? Separate and clarify your concern by rewriting it as one or more statements in which the meaning and action required are clear. If the meaning and action required are already clear, click "Keep concern as is".
Separated and Clarified Concerns
Insert Concern as is
Insert New Concern
2b Review the next concern.
Concern 0 of 0
Previous Concern
Next Concern
Notepad
Previous Screen
Next Screen

Fig. 62

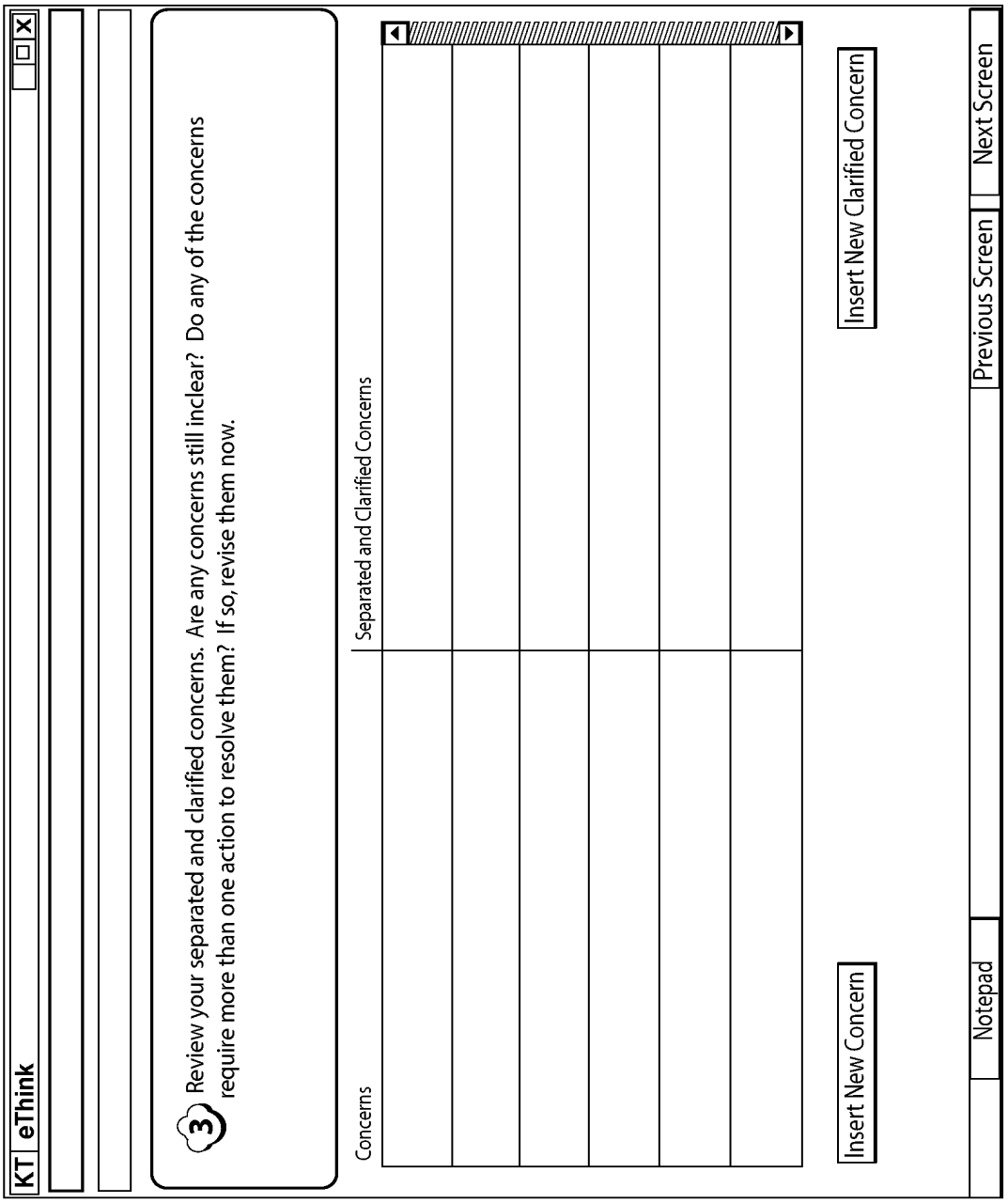

KT eThink
3
Review your separated and clarified concerns. Are any concerns still inclear? Do any of the concerns require more than one action to resolve them? If so, revise them now.
Concerns
Separated and Clarified Concerns
Insert New Concern
Insert New Clarified Concern
Notepad
Previous Screen
Next Screen

Fig. 63

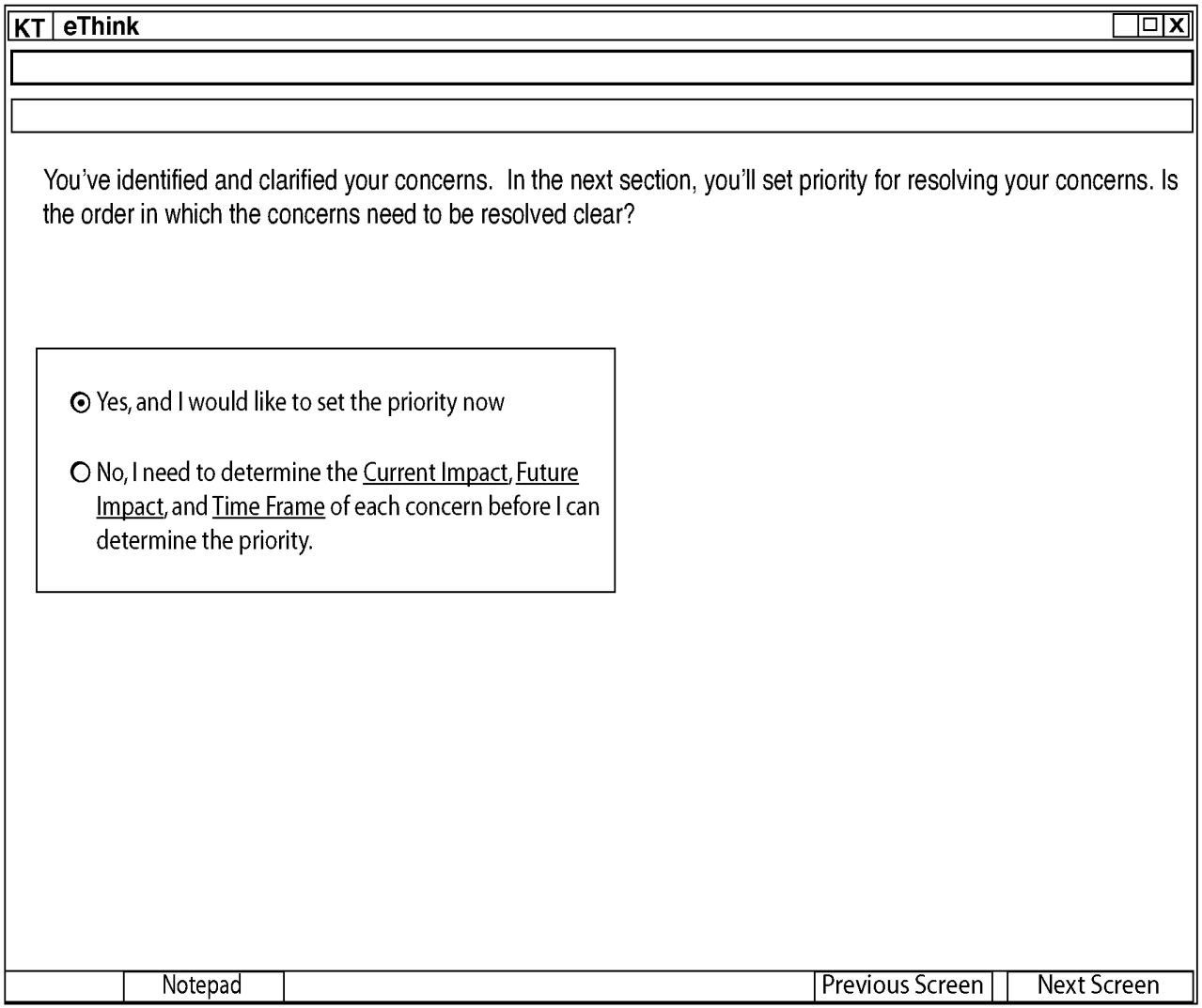

KT eThink
You've identified and clarified your concerns. In the next section, you'll set priority for resolving your concerns. Is the order in which the concerns need to be resolved clear?
Yes, and I would like to set the priority now
No, I need to determine the Current Impact, Future Impact, and Time Frame of each concern before I can determine the priority.
Notepad
Previous Screen
Next Screen

Fig. 64

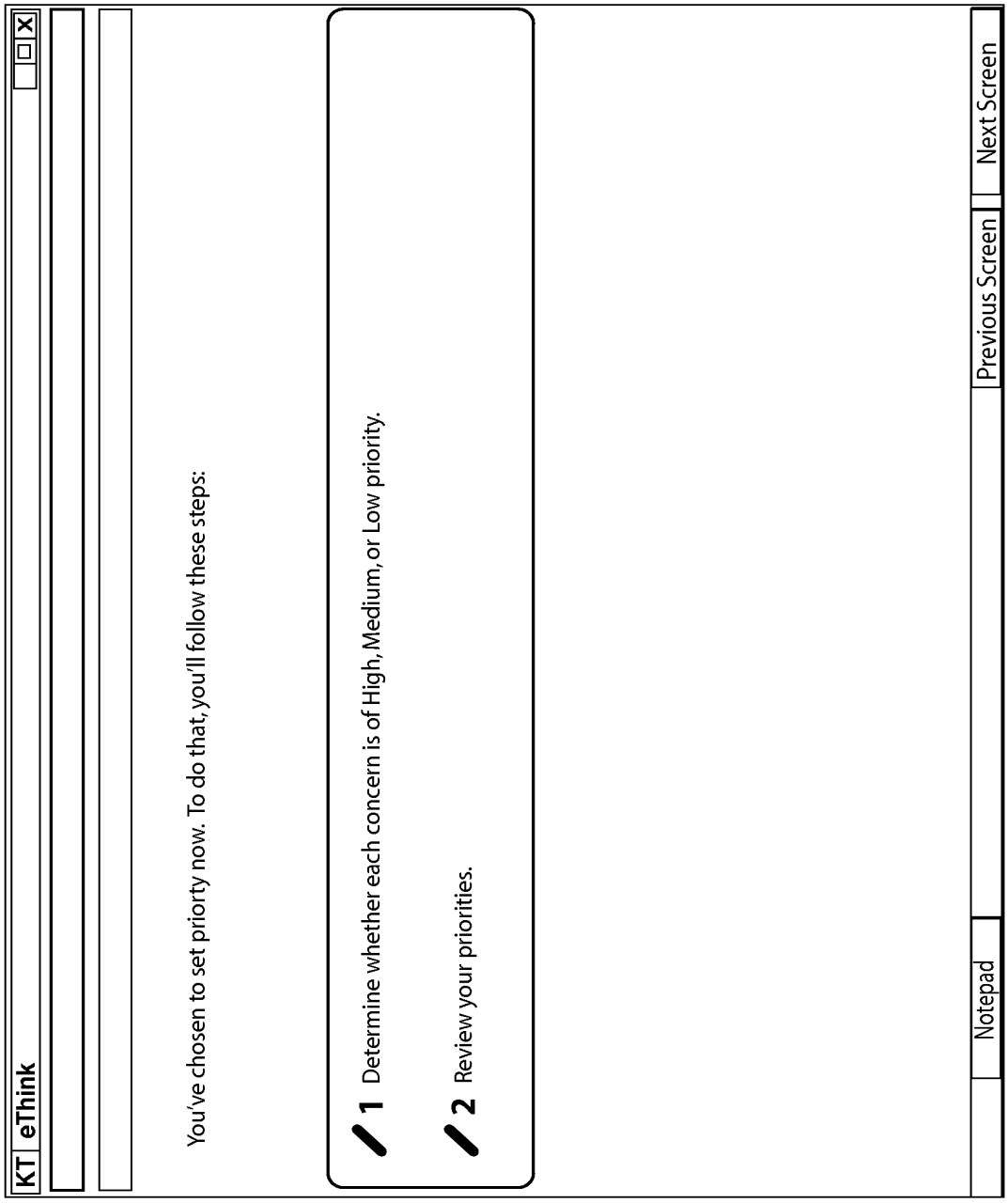

KT eThink
You've chosen to set priorty now. To do that, you'll follow these steps:
1 Determine whether each concern is of High, Medium, or Low priority.
2 Review your priorities.
Notepad
Previous Screen
Next Screen

Fig.65

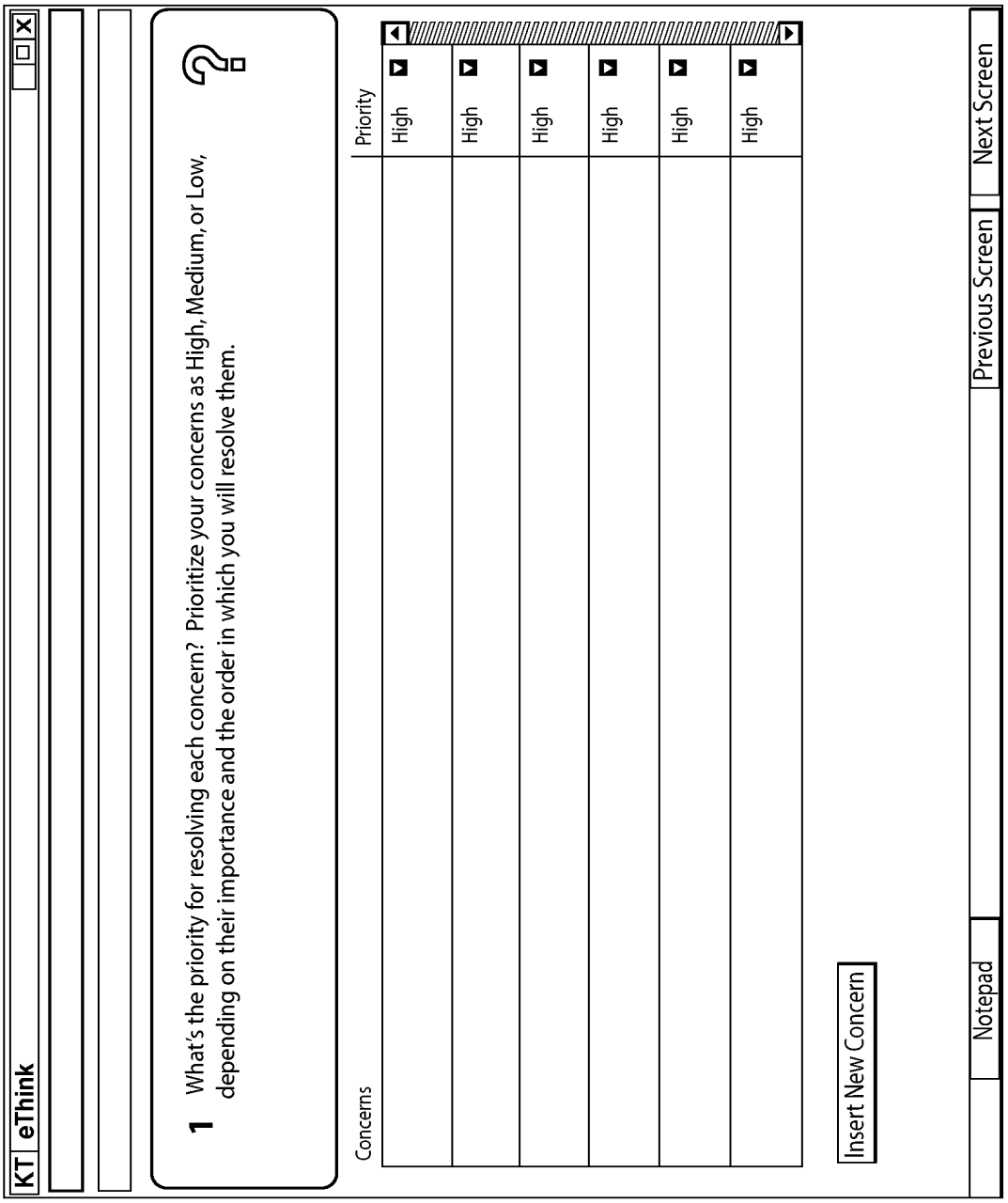

KT eThink
1 What's the priority for resolving each concern? Prioritize your concerns as High, Medium, or Low, depending on their importance and the order in which you will resolve them.
Concerns
Priority
High
High
High
High
High
High
Insert New Concern
Notepad
Previous Screen
Next Screen

Fig. 66

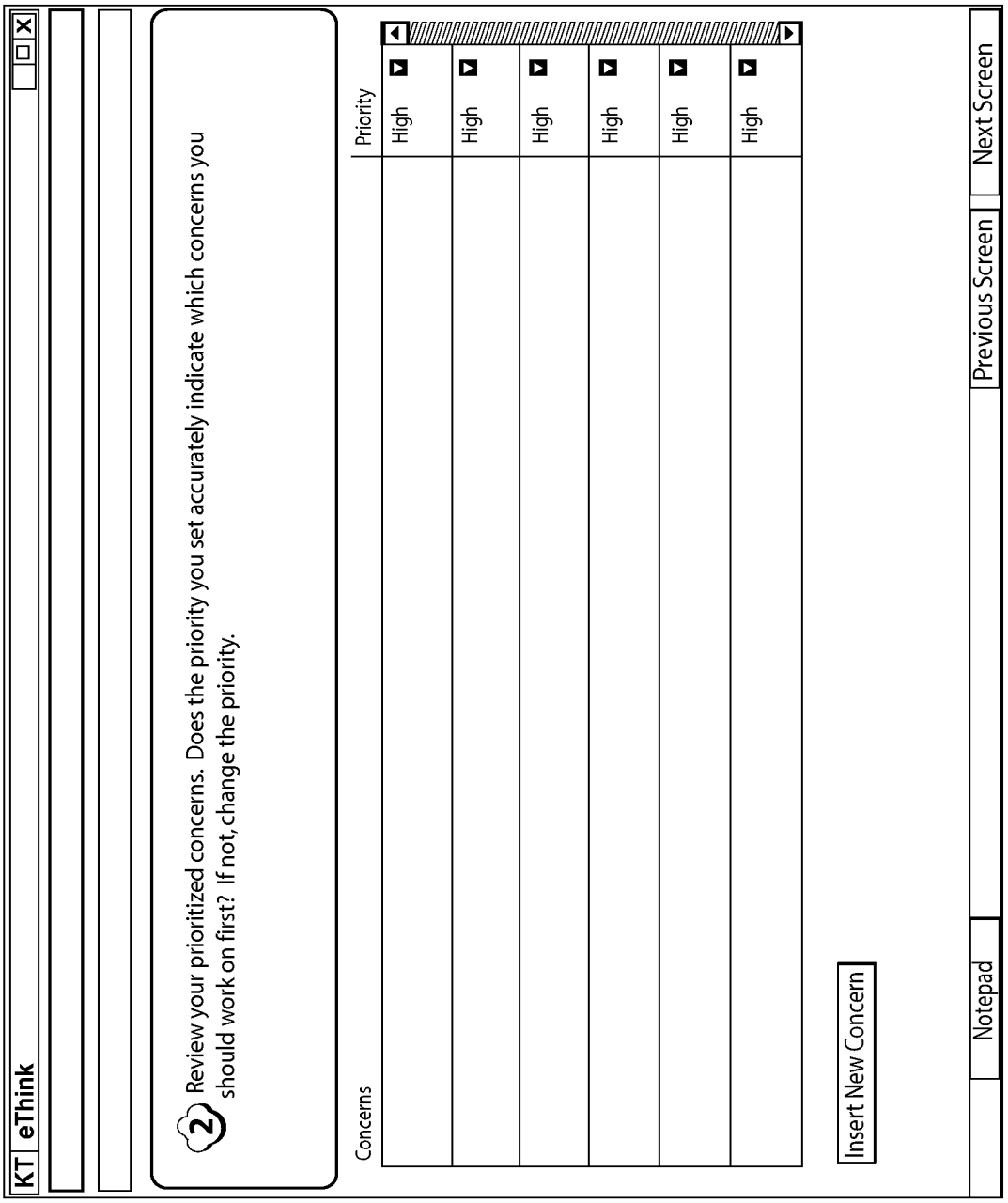

KT eThink
2 Review your prioritized concerns. Does the priority you set accurately indicate which concerns you should work on first? If not, change the priority.
Concerns
Priority
High
High
High
High
High
High
Insert New Concern
Notepad
Previous Screen
Next Screen

Fig. 67

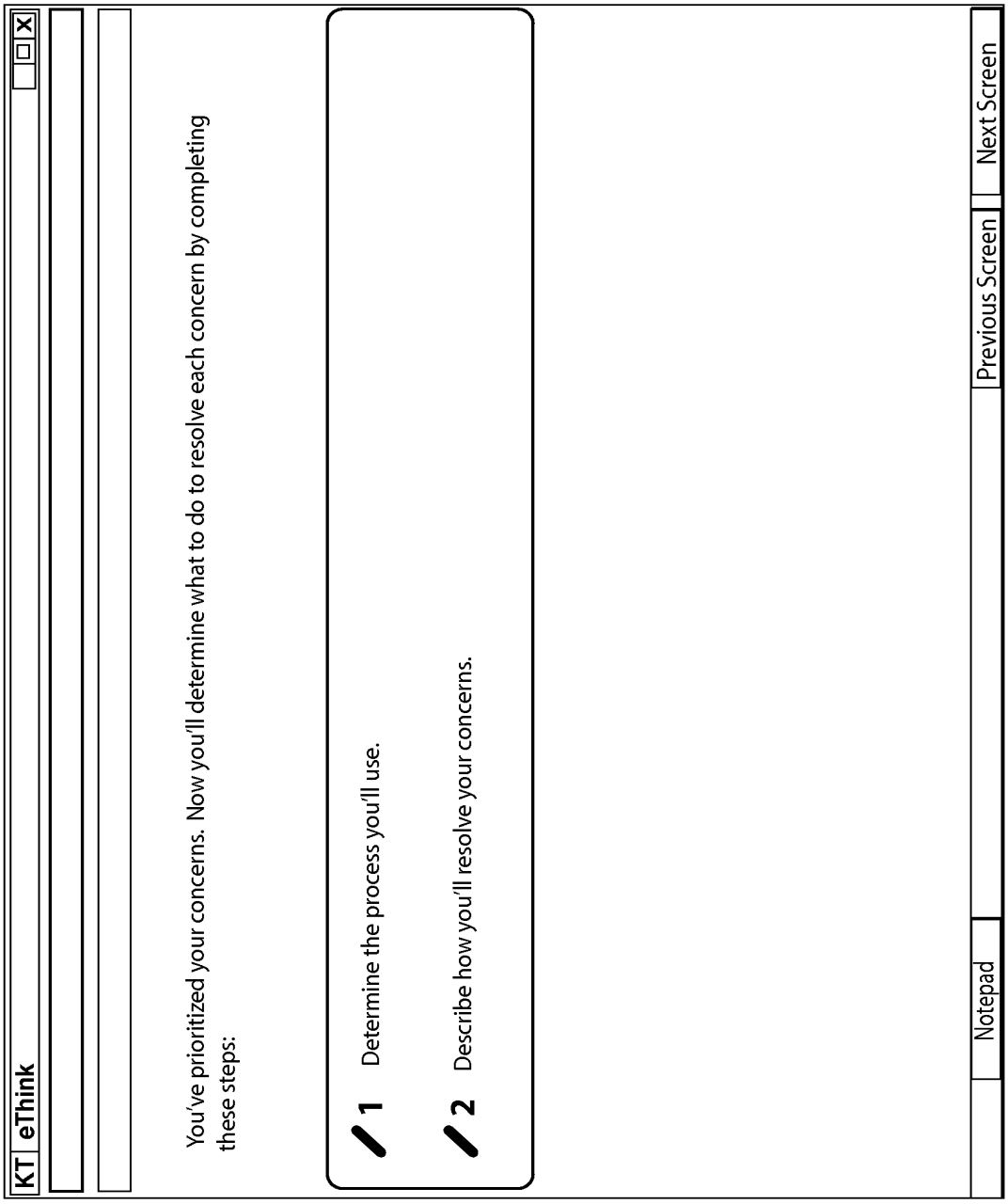

KT eThink
You've prioritized your concerns. Now you'll determine what to do to resolve each concern by completing these steps:
1 Determine the process you'll use.
2 Describe how you'll resolve your concerns.
Notepad
Previous Screen
Next Screen

Fig. 68

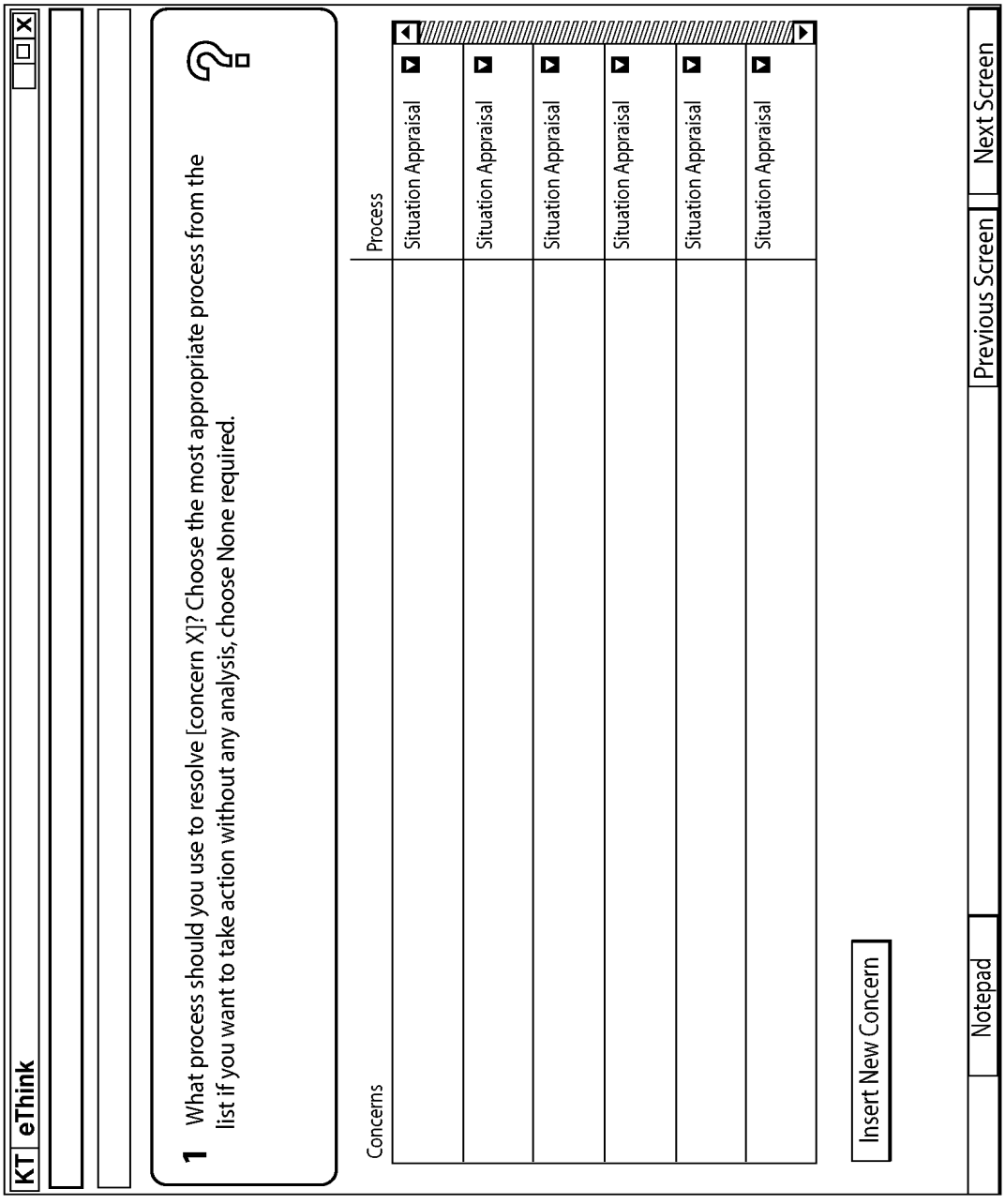

KT eThink
1 What process should you use to resolve [concern X]? Choose the most appropriate process from the list if you want to take action without any analysis, choose None required.
Concerns
Process
Situation Appraisal
Situation Appraisal
Situation Appraisal
Situation Appraisal
Situation Appraisal
Situation Appraisal
Insert New Concern
Notepad
Previous Screen
Next Screen

Fig. 69

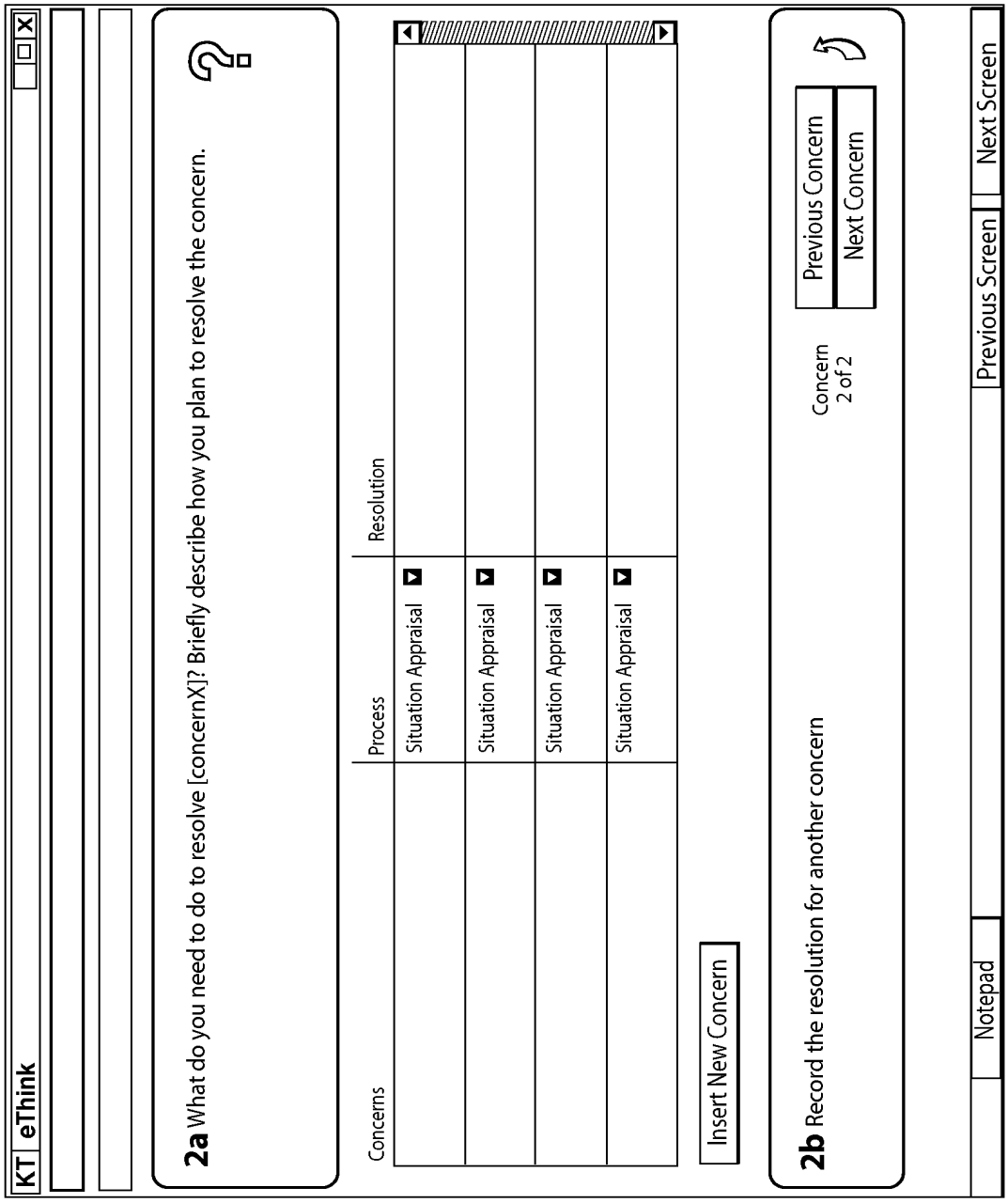

KT eThink
2a What do you need to do to resolve [concernX]? Briefly describe how you plan to resolve the concern.
Concerns
Process
Resolution
Situation Appraisal
Situation Appraisal
Situation Appraisal
Situation Appraisal
Insert New Concern
2b Record the resolution for another concern
Concern 2 of 2
Previous Concern
Next Concern
Notepad
Previous Screen
Next Screen

Fig. 70

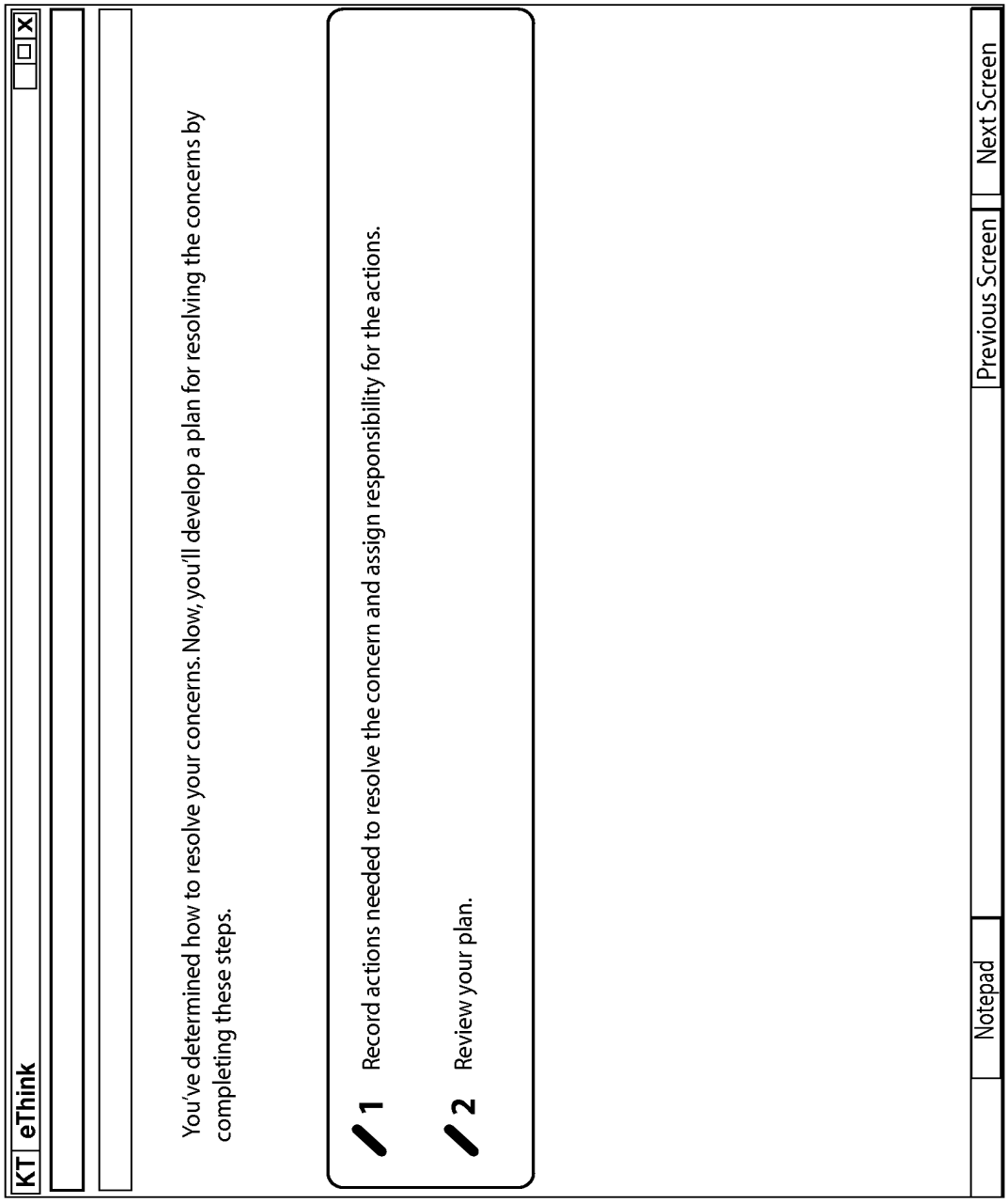

KT eThink
You've determined how to resolve your concerns. Now, you'll develop a plan for resolving the concerns by completing these steps.
1 Record actions needed to resolve the concern and assign responsibility for the actions.
2 Review your plan.
Notepad
Previous Screen
Next Screen

Fig. 71

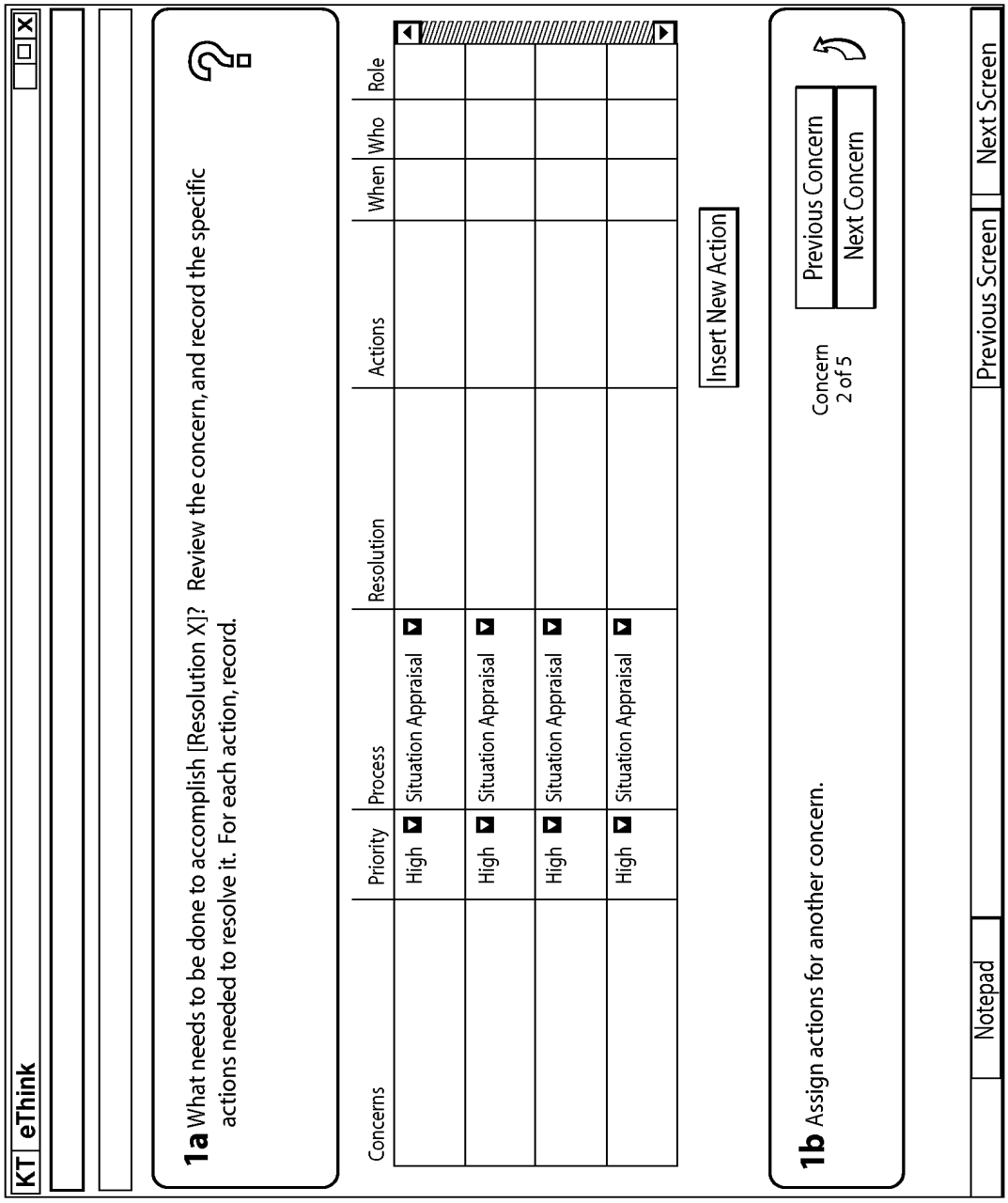

KT eThink
1a What needs to be done to accomplish [Resolution X]? Review the concern, and record the specific actions needed to resolve it. For each action, record.
Concerns
Priority
Process
Resolution
Actions
When
Who
Role
High
Situation Appraisal
Insert New Action
1b Assign actions for another concern.
Concern 2 of 5
Previous Concern
Next Concern
Notepad
Previous Screen
Next Screen

Fig. 72

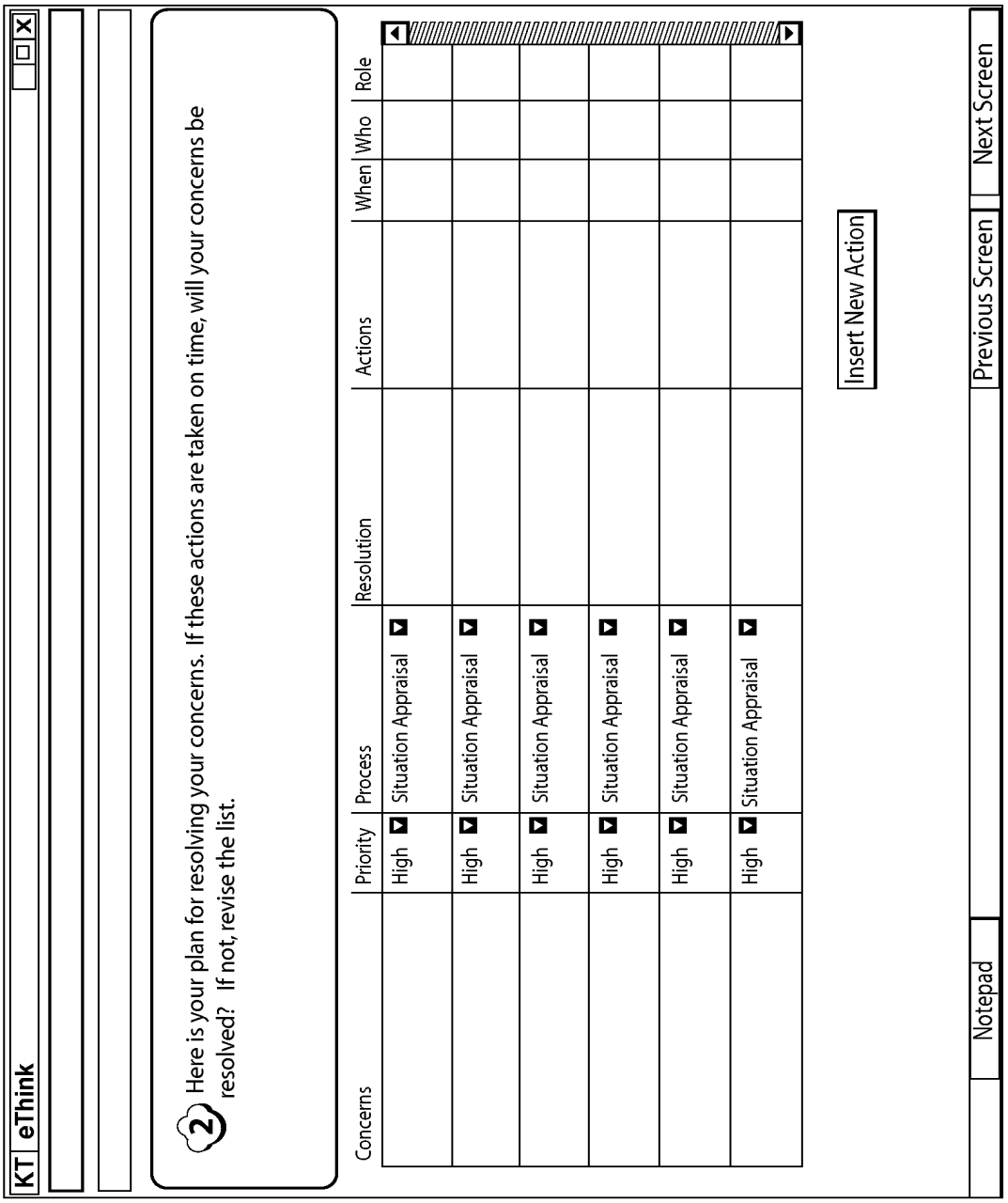

KT eThink
2
Here is your plan for resolving your concerns. If these actions are taken on time, will your concerns be resolved? If not, revise the list.
Concerns
Priority
Process
Resolution
Actions
When
Who
Role
High
Situation Appraisal
Insert New Action
Notepad
Previous Screen
Next Screen

Fig. 73

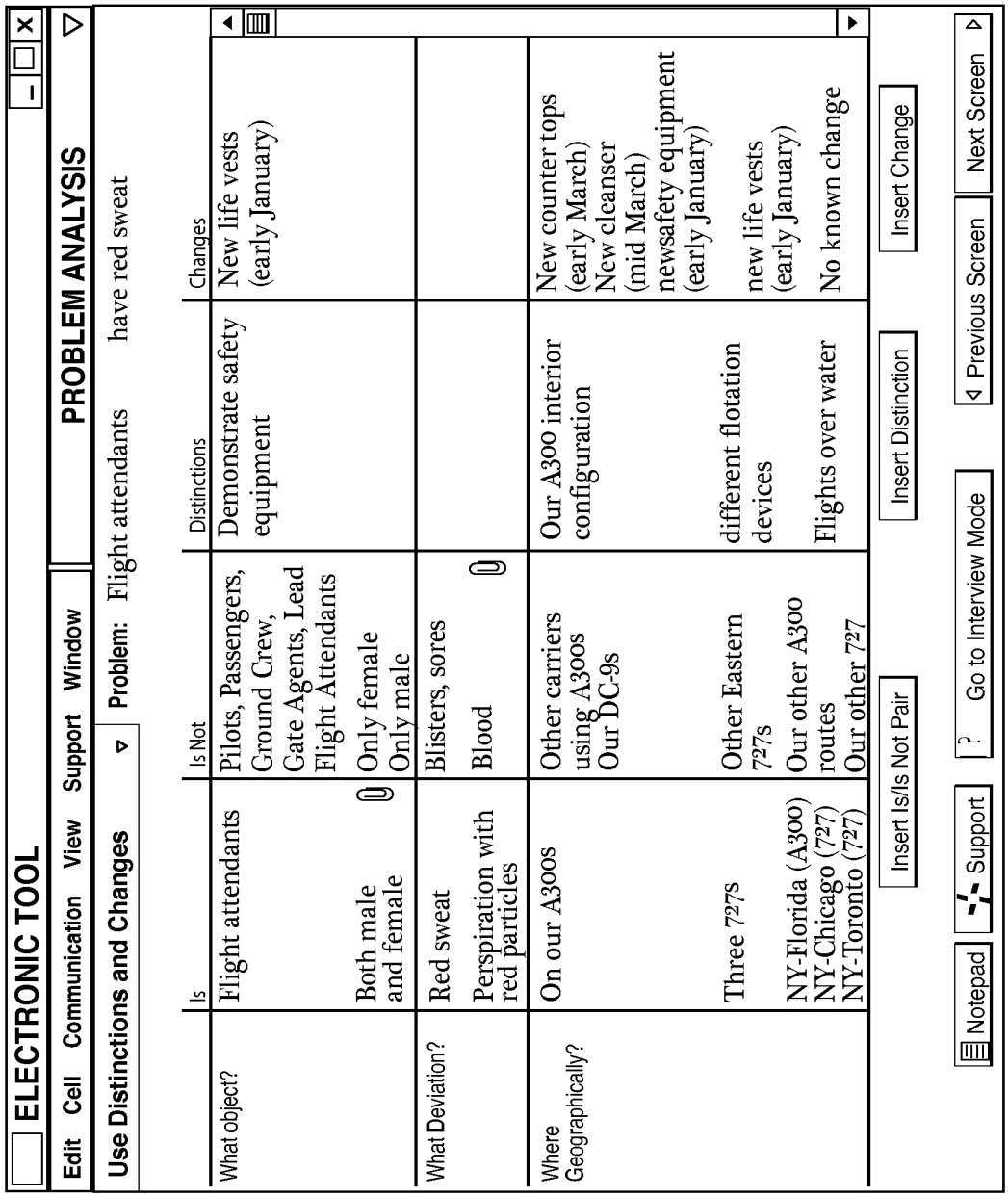

ELECTRONIC TOOL
Edit Cell Communication View Support Window
PROBLEM ANALYSIS
Use Distinctions and Changes
Problem: Flight attendants have red sweat
Is
Is Not
Distinctions
Changes
What object?
Flight attendants
Both male and female
Pilots, Passengers, Ground Crew, Gate Agents, Lead Flight Attendants
Only female
Only male
Demonstrate safety equipment
New life vests (early January)
What Deviation?
Red sweat
Perspiration with red particles
Blisters, sores
Blood
Where Geographically?
On our A300s
Three 727s
NY-Florida (A300)
NY-Chicago (727)
NY-Toronto (727)
Other carriers using A300s
Our DC-9s
Other Eastern 727s
Our other A300 routes
Our other 727
Our A300 interior configuration
different flotation devices
Flights over water
New counter tops (early March)
New cleanser (mid March)
newsafety equipment (early January)
new life vests (early January)
No known change
Insert Is/Is Not Pair
Insert Distinction
Insert Change
Notepad
Support
Go to Interview Mode
Previous Screen
Next Screen

Fig. 74

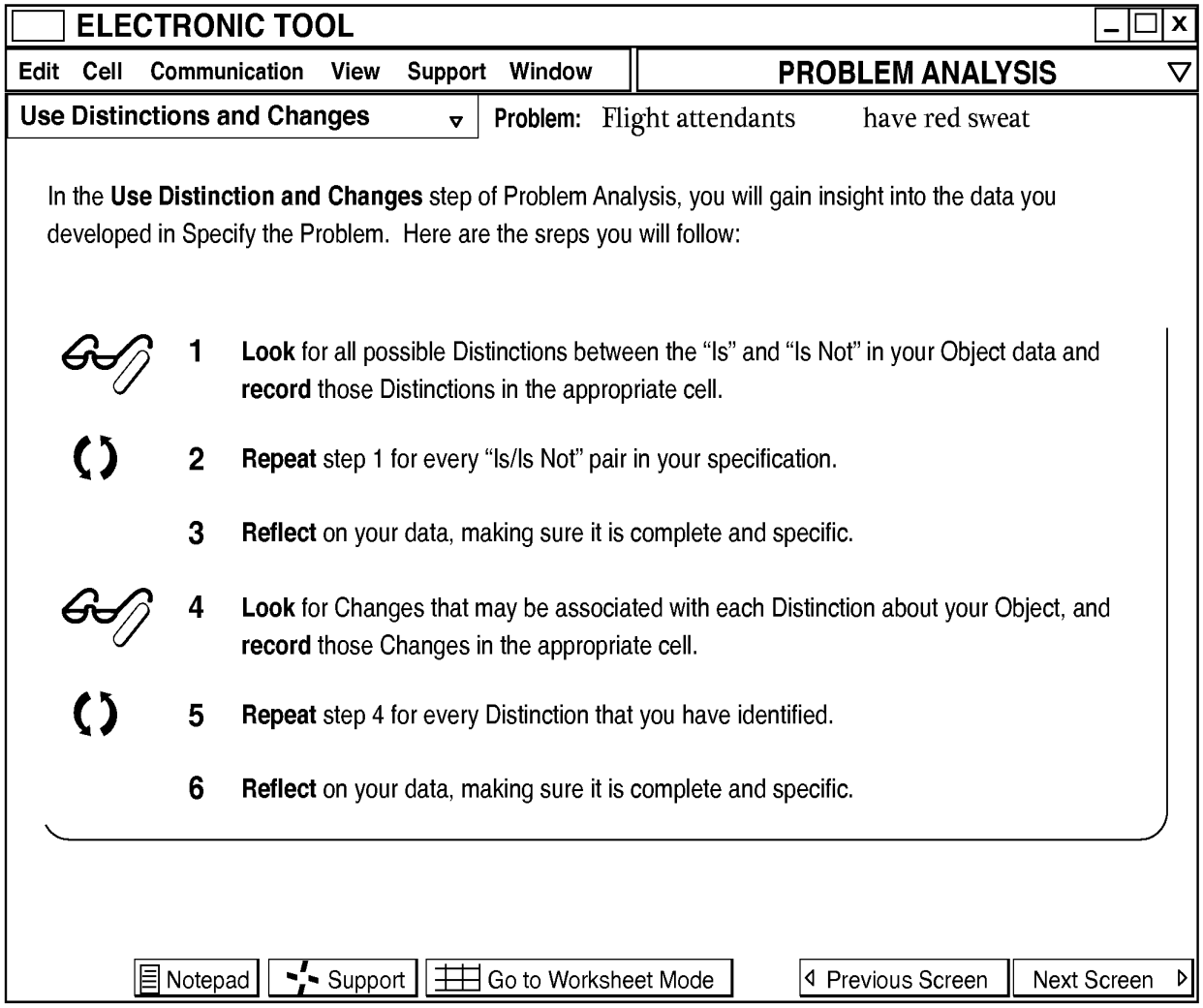

ELECTRONIC TOOL
Edit Cell Communication View Support Window
PROBLEM ANALYSIS
Use Distinctions and Changes
Problem: Flight attendants have red sweat
In the Use Distinction and Changes step of Problem Analysis, you will gain insight into the data you developed in Specify the Problem. Here are the sreps you will follow:
1 Look for all possible Distinctions between the "Is" and "Is Not" in your Object data and record those Distinctions in the appropriate cell.
2 Repeat step 1 for every "Is/Is Not" pair in your specification.
3 Reflect on your data, making sure it is complete and specific.
4 Look for Changes that may be associated with each Distinction about your Object, and record those Changes in the appropriate cell.
5 Repeat step 4 for every Distinction that you have identified.
6 Reflect on your data, making sure it is complete and specific.
Notepad
Support
Go to Worksheet Mode
Previous Screen
Next Screen

Fig. 75

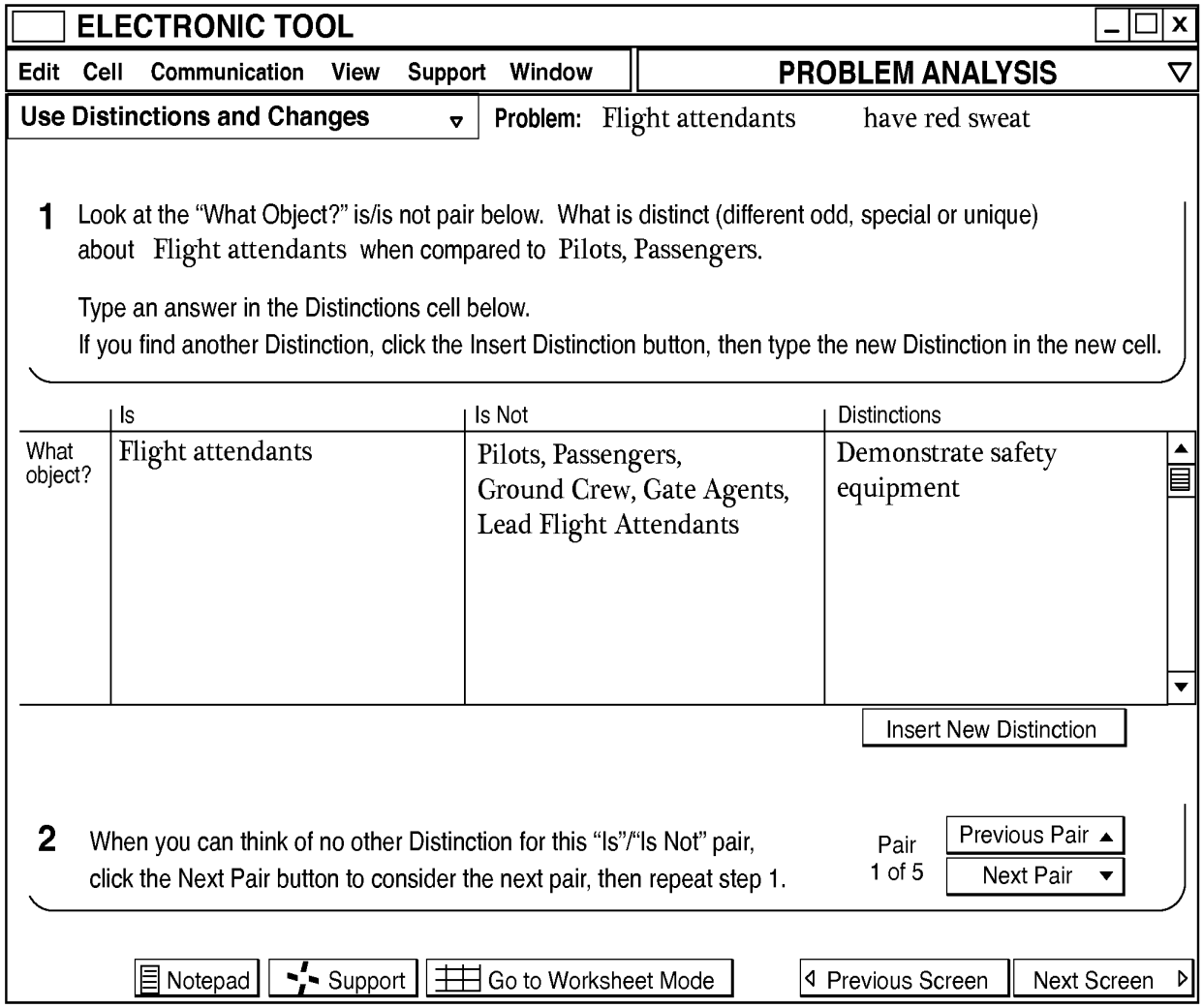

ELECTRONIC TOOL
Edit Cell Communication View Support Window
PROBLEM ANALYSIS
Use Distinctions and Changes
Problem: Flight attendants have red sweat
1 Look at the "What Object?" is/is not pair below. What is distinct (different odd, special or unique) about Flight attendants when compared to Pilots, Passengers.
Type an answer in the Distinctions cell below.
If you find another Distinction, click the Insert Distinction button, then type the new Distinction in the new cell.
Is
Is Not
Distinctions
What object?
Flight attendants
Pilots, Passengers, Ground Crew, Gate Agents, Lead Flight Attendants
Demonstrate safety equipment
Insert New Distinction
2 When you can think of no other Distinction for this "Is"/"Is Not" pair, click the Next Pair button to consider the next pair, then repeat step 1.
Pair 1 of 5
Previous Pair
Next Pair
Notepad
Support
Go to Worksheet Mode
Previous Screen
Next Screen

Fig. 76

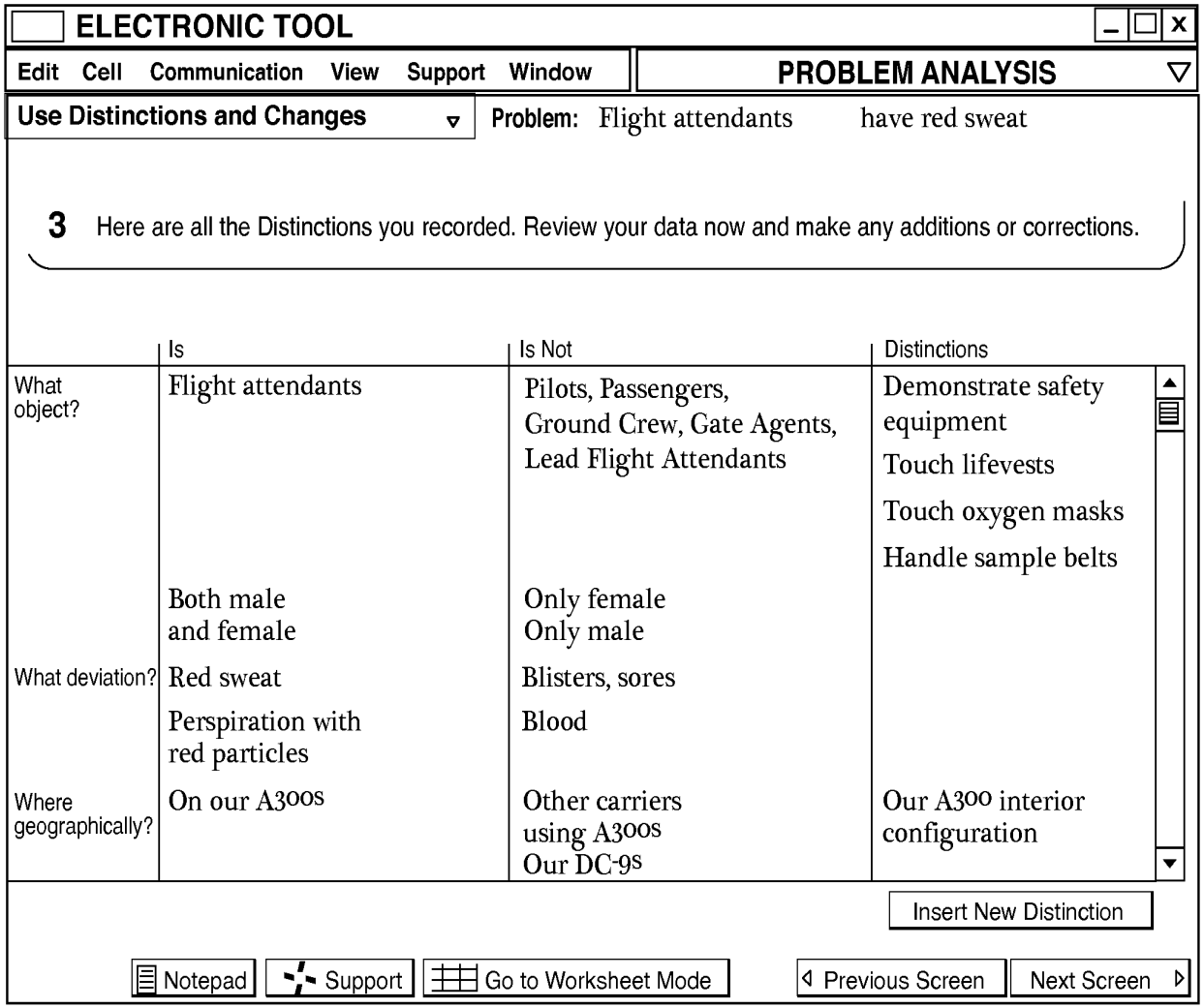

ELECTRONIC TOOL
Edit Cell Communication View Support Window
PROBLEM ANALYSIS
Use Distinctions and Changes
Problem: Flight attendants have red sweat
3 Here are all the Distinctions you recorded. Review your data now and make any additions or corrections.
Is
Is Not
Distinctions
What object?
Flight attendants
Pilots, Passengers, Ground Crew, Gate Agents, Lead Flight Attendants
Demonstrate safety equipment
Touch lifevests
Touch oxygen masks
Handle sample belts
Both male and female
Only female
Only male
What deviation?
Red sweat
Blisters, sores
Perspiration with red particles
Blood
Where geographically?
On our A300s
Other carriers using A300s
Our DC-9s
Our A300 interior configuration
Insert New Distinction
Notepad
Support
Go to Worksheet Mode
Previous Screen
Next Screen

Fig. 77

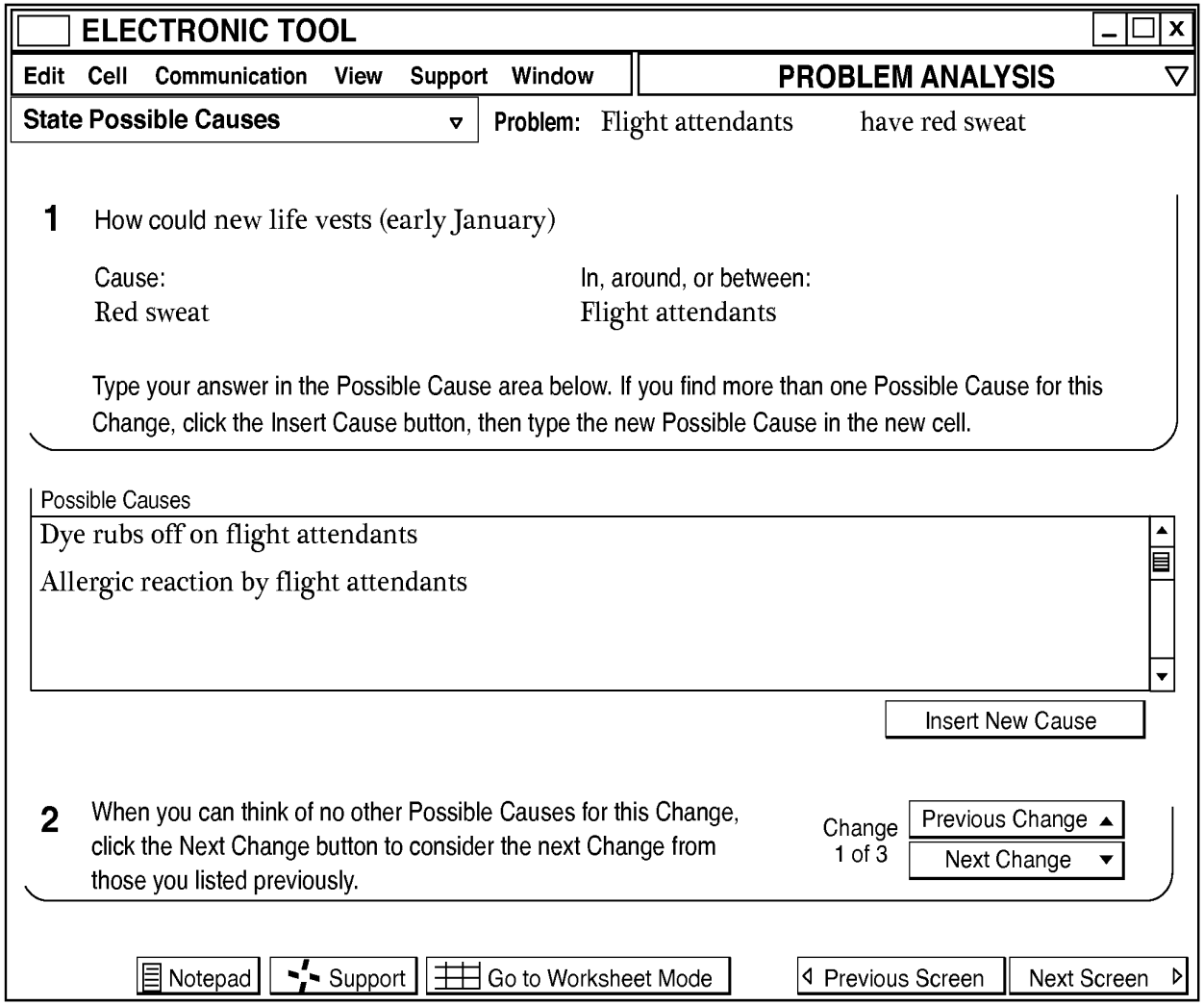

ELECTRONIC TOOL
Edit Cell Communication View Support Window
PROBLEM ANALYSIS
State Possible Causes
Problem: Flight attendants have red sweat
1 How could new life vests (early January)
Cause:
Red sweat
In, around, or between:
Flight attendants
Type your answer in the Possible Cause area below. If you find more than one Possible Cause for this Change, click the Insert Cause button, then type the new Possible Cause in the new cell.
Possible Causes
Dye rubs off on flight attendants
Allergic reaction by flight attendants
Insert New Cause
2 When you can think of no other Possible Causes for this Change, click the Next Change button to consider the next Change from those you listed previously.
Change 1 of 3
Previous Change
Next Change
Notepad
Support
Go to Worksheet Mode
Previous Screen
Next Screen

Fig. 78

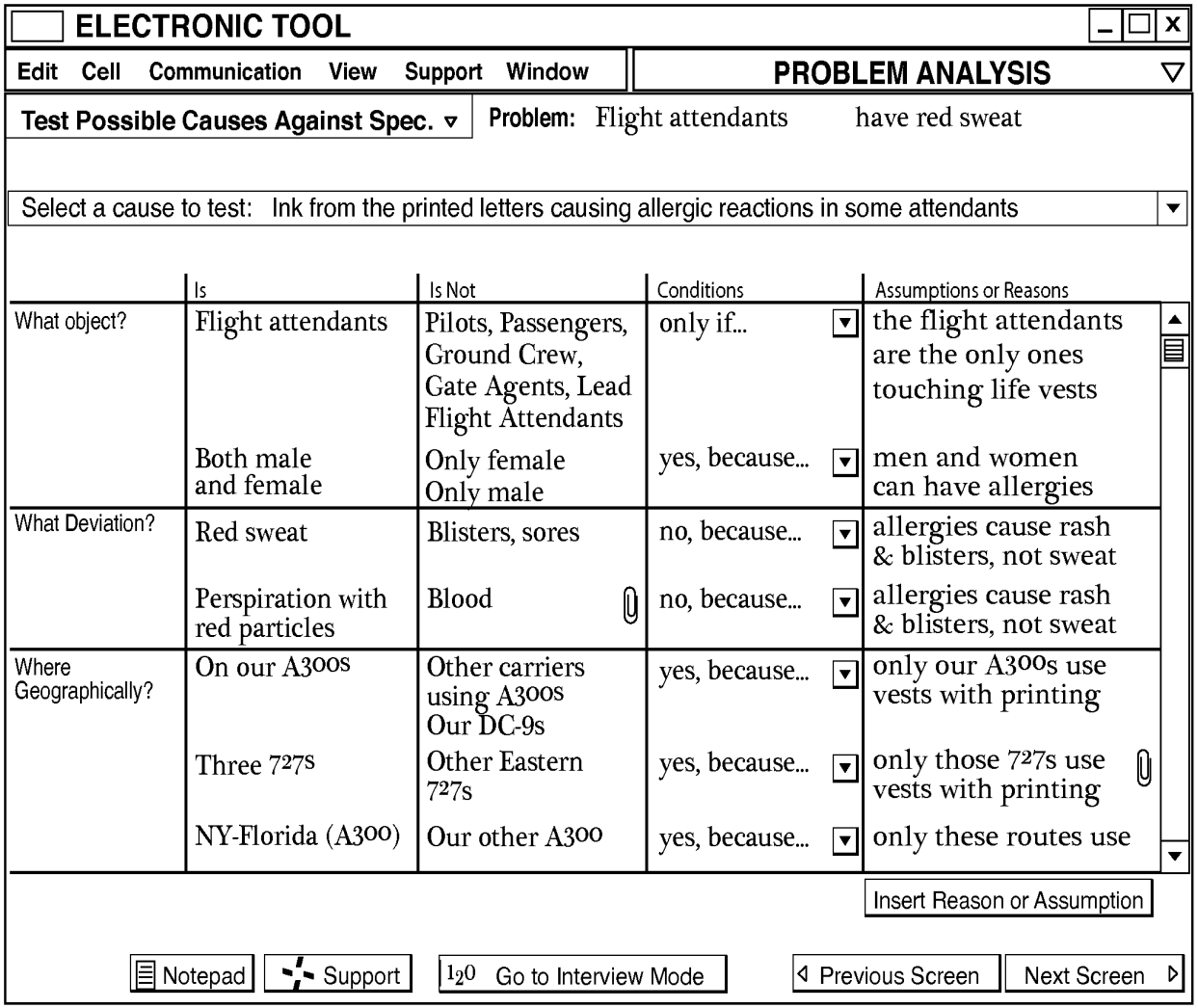

ELECTRONIC TOOL
Edit Cell Communication View Support Window
PROBLEM ANALYSIS
Test Possible Causes Against Spec.
Problem: Flight attendants have red sweat
Select a cause to test: Ink from the printed letters causing allergic reactions in some attendants
Is
Is Not
Conditions
Assumptions or Reasons
What object?
Flight attendants
Pilots, Passengers, Ground Crew, Gate Agents, Lead Flight Attendants
only if...
the flight attendants are the only ones touching life vests
Both male and female
Only female Only male
yes, because...
men and women can have allergies
What Deviation?
Red sweat
Blisters, sores
no, because...
allergies cause rash & blisters, not sweat
Perspiration with red particles
Blood
no, because...
allergies cause rash & blisters, not sweat
Where Geographically?
On our A300s
Other carriers using A300s Our DC-9s
yes, because...
only our A300s use vests with printing
Three 727s
Other Eastern 727s
yes, because...
only those 727s use vests with printing
NY-Florida (A300)
Our other A300
yes, because...
only these routes use
Insert Reason or Assumption
Notepad
Support
120 Go to Interview Mode
Previous Screen
Next Screen

Fig. 79

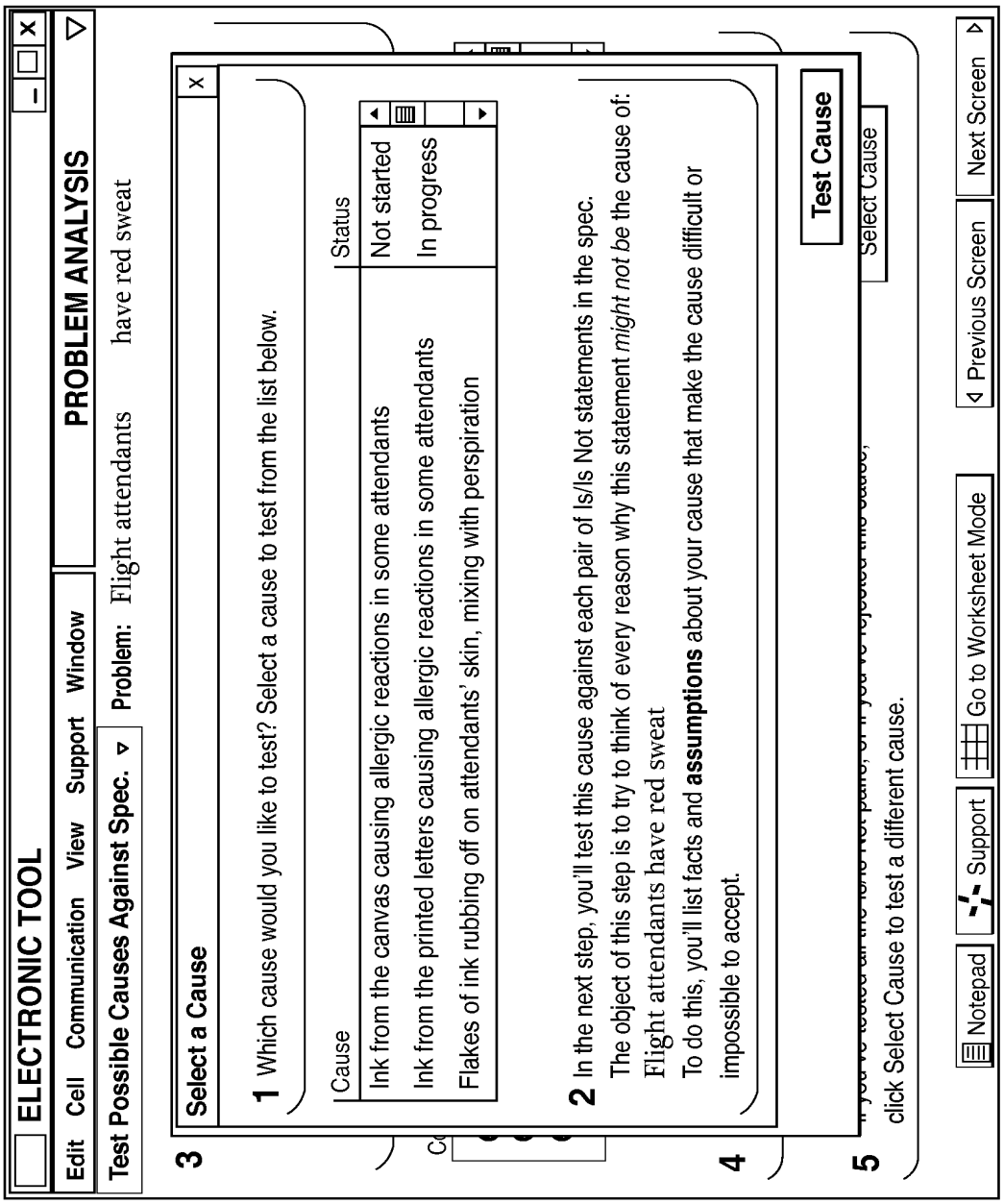

ELECTRONIC TOOL
Edit Cell Communication View Support Window
PROBLEM ANALYSIS
Test Possible Causes Against Spec.
Problem: Flight attendants have red sweat
3
Select a Cause
1 Which cause would you like to test? Select a cause to test from the list below.
Cause
Status
Ink from the canvas causing allergic reactions in some attendants
Not started
Ink from the printed letters causing allergic reactions in some attendants
In progress
Flakes of ink rubbing off on attendants' skin, mixing with perspiration
2 In the next step, you'll test this cause against each pair of Is/Is Not statements in the spec.
The object of this step is to try to think of every reason why this statement might not be the cause of:
Flight attendants have red sweat
To do this, you'll list facts and assumptions about your cause that make the cause difficult or impossible to accept.
4
Test Cause
Select Cause
5
click Select Cause to test a different cause.
Notepad
Support
Go to Worksheet Mode
Previous Screen
Next Screen

Fig. 80

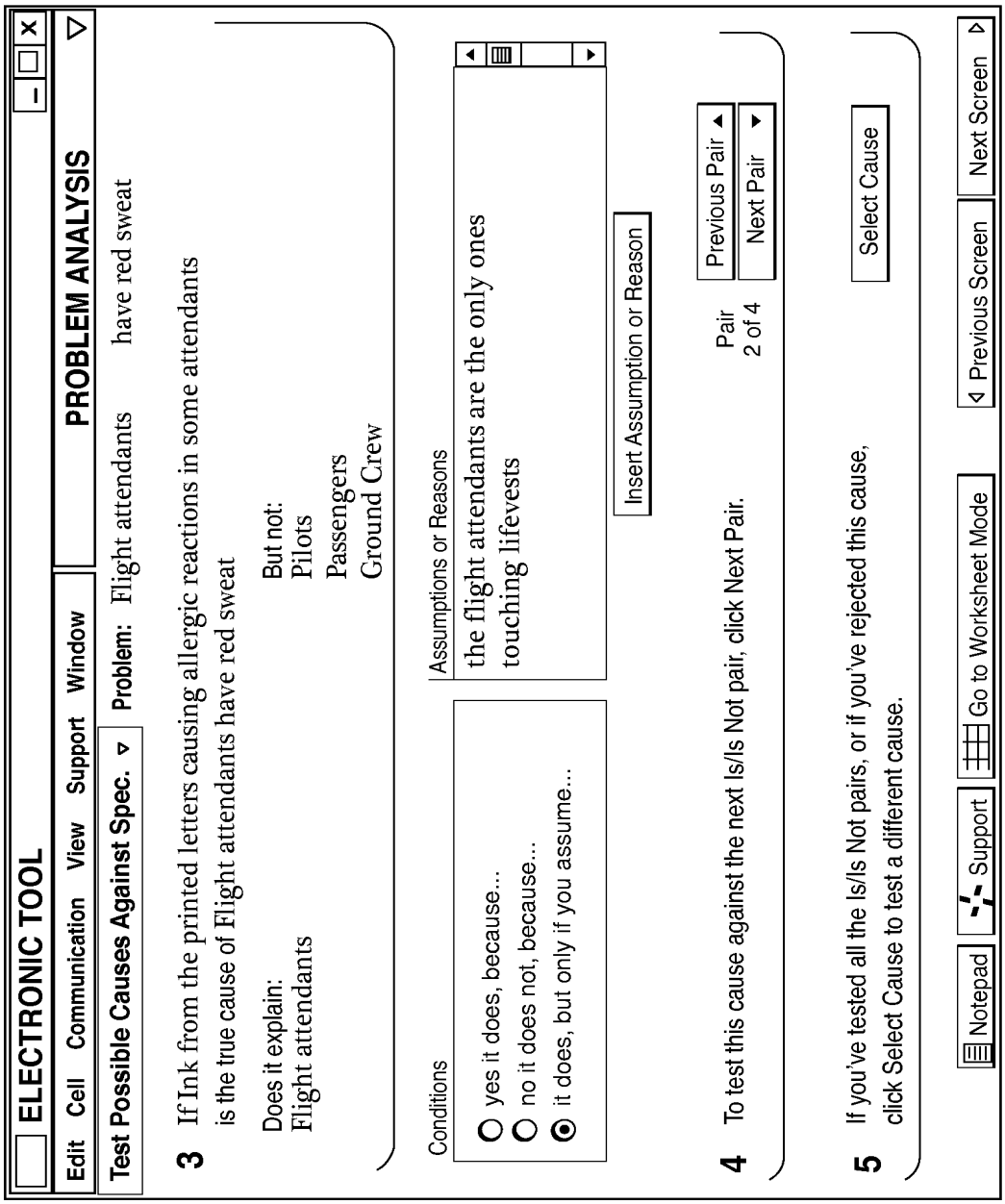

ELECTRONIC TOOL
Edit Cell Communication View Support Window
PROBLEM ANALYSIS
Test Possible Causes Against Spec.
Problem: Flight attendants have red sweat
3 If Ink from the printed letters causing allergic reactions in some attendants is the true cause of Flight attendants have red sweat
Does it explain:
Flight attendants
But not:
Pilots
Passengers
Ground Crew
Conditions
yes it does, because...
no it does not, because...
it does, but only if you assume...
Assumptions or Reasons
the flight attendants are the only ones touching lifevests
Insert Assumption or Reason
4 To test this cause against the next Is/Is Not pair, click Next Pair.
Pair 2 of 4
Previous Pair
Next Pair
5 If you've tested all the Is/Is Not pairs, or if you've rejected this cause, click Select Cause to test a different cause.
Select Cause
Notepad
Support
Go to Worksheet Mode
Previous Screen
Next Screen

Fig.81

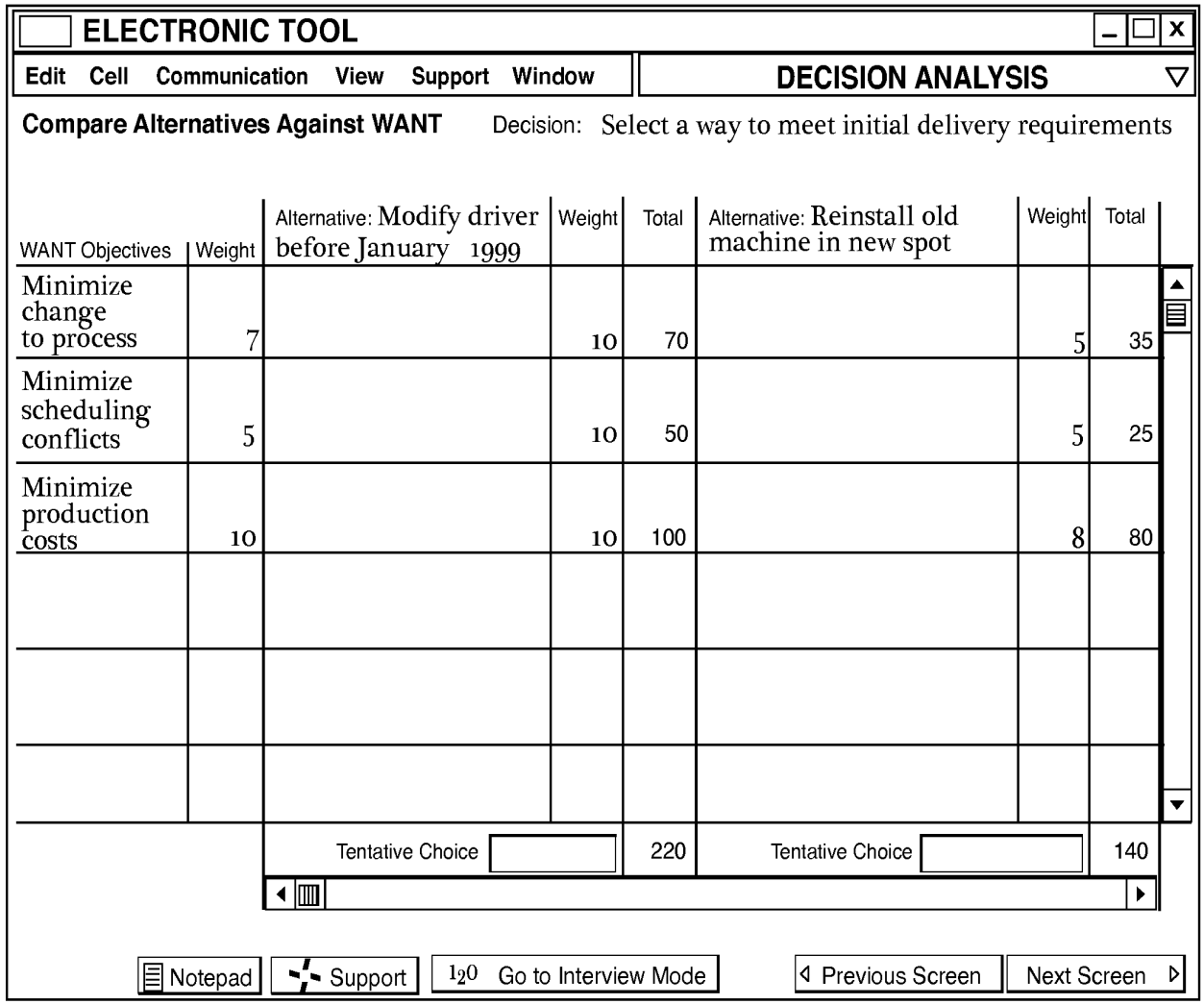

ELECTRONIC TOOL
Edit Cell Communication View Support Window
DECISION ANALYSIS
Compare Alternatives Against WANT
Decision: Select a way to meet initial delivery requirements
WANT Objectives
Weight
Alternative: Modify driver before January 1999
Weight
Total
Alternative: Reinstall old machine in new spot
Weight
Total
Minimize change to process
7
10
70
5
35
Minimize scheduling conflicts
5
10
50
5
25
Minimize production costs
10
10
100
8
80
Tentative Choice
220
Tentative Choice
140
Notepad
Support
120 Go to Interview Mode
Previous Screen
Next Screen

Fig. 82

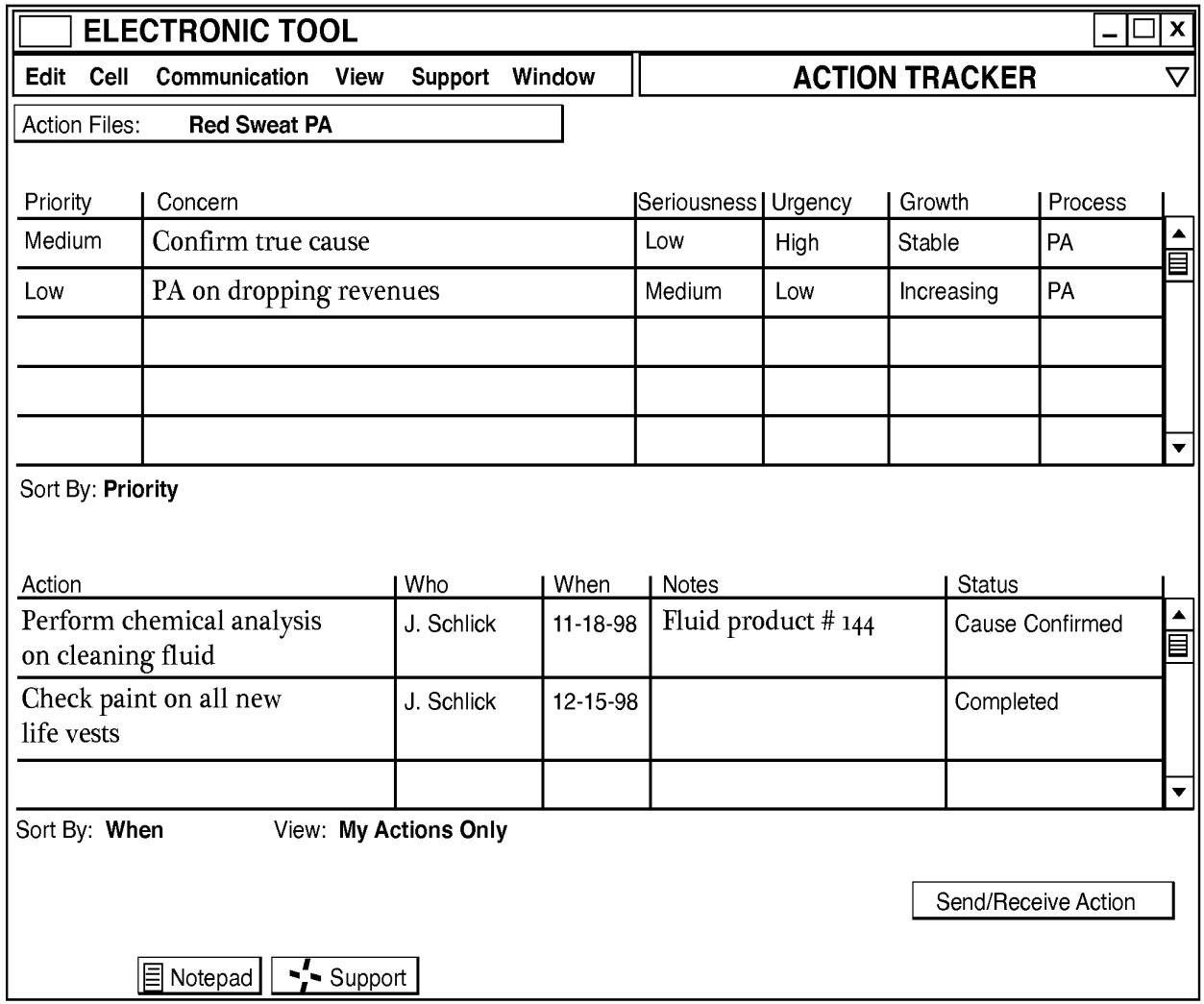

ELECTRONIC TOOL
Edit Cell Communication View Support Window
ACTION TRACKER
Action Files: Red Sweat PA
Priority
Concern
Seriousness
Urgency
Growth
Process
Medium
Confirm true cause
Low
High
Stable
PA
Low
PA on dropping revenues
Medium
Low
Increasing
PA
Sort By: Priority
Action
Who
When
Notes
Status
Perform chemical analysis on cleaning fluid
J. Schlick
11-18-98
Fluid product # 144
Cause Confirmed
Check paint on all new life vests
J. Schlick
12-15-98
Completed
Sort By: When
View: My Actions Only
Send/Receive Action
Notepad
Support

Fig. 83